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# ANNUAL REPORT

HAMILTON WENTWORTH REGIONAL POLICE

# 1993









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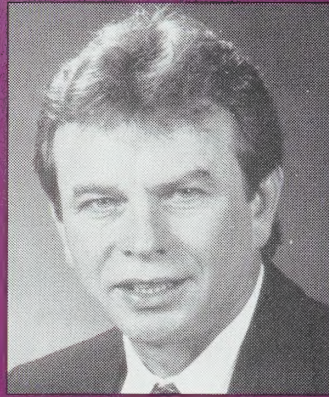




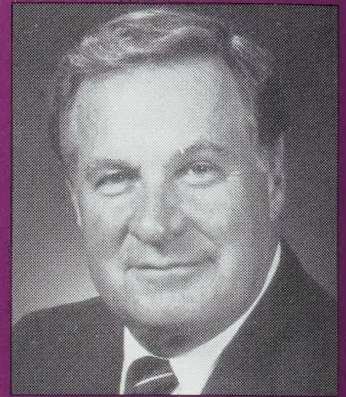
*Sylvia Kajiura*



*Patricia Saunders*



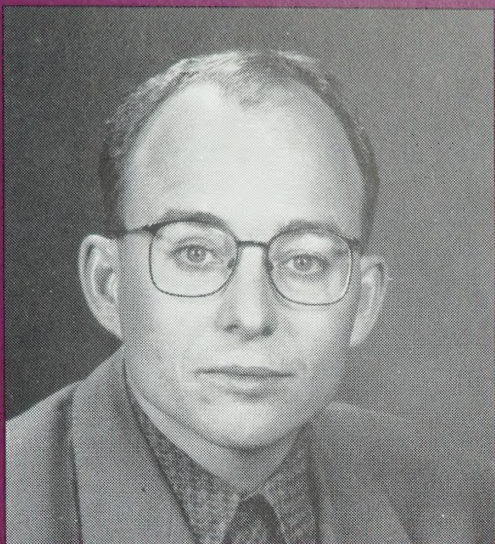
*Peter Shebib*



*Reg Whynott*

*The Regional Municipality of Hamilton-Wentworth Police Services Board is comprised of five government-appointed members who meet regularly with the Chief of Police. They have the ultimate responsibility for providing police services in our Region. Some of their duties are: to determine, with the Chief of Police, general objectives and priorities; to establish an Employment Equity Plan; to receive reports on and review the administration of the Public Complaints System. The Board will also establish policies and may make by-laws for the effective management of the Police Service.*





## *Hamilton-Wentworth Regional Police Services Board*

1993 was a turning point for our Service. Our focus has changed. On top of that, provincially-directed expenditure controls and the Social Contract provided tremendous additional workload, and the stress that goes with it, on every member of our Service.

I am proud to say that from the Board's perspective, 1993 saw many accomplishments despite the changes that took place, and are still taking place. We are now a Service dedicated to community-based policing. This takes many forms, from Scholastic Liaison Officers to our new mini-stations to our Citizen Advisory Groups. These major initiatives give our community a solid link to our Service - and just as important, give us a vital feedback mechanism to our community.

In their personal lives, our members have long been involved in their community; now, the same close relationship is being brought into their day-to-day work. With diminished resources, it is crucial to the mission of policing to ensure a broad base of support within the community, and this we are achieving.

Technological advances will help, and we are actively upgrading in many areas. It is the people of this Service, however, who in the end the public depends on for safety and security.

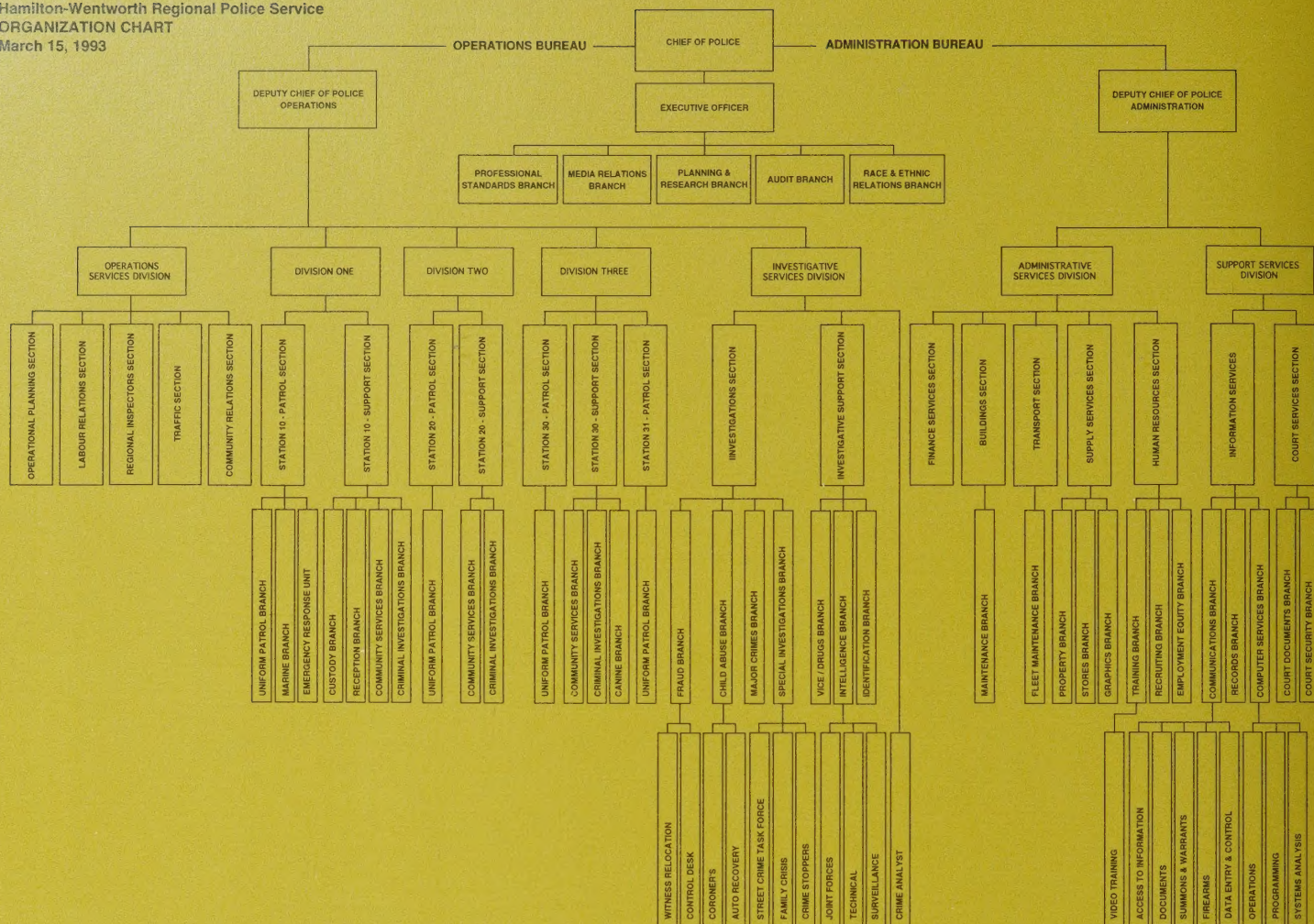
As a Board, it is our duty to ensure the members of our Service are equipped to do their job, to represent our Service to the public, and to ensure our Service meets the public's needs. It is a balancing act, and a delicate one. That we haven't fallen off the wire is a tribute to the hard work, professionalism and innovation of our members.

On behalf of the Board Members, our commitment is to continue this progress.

Terry Cooke  
Chair, Police Services Board



Hamilton-Wentworth Regional Police Service  
 ORGANIZATION CHART  
 March 15, 1993



*The Hamilton-Wentworth Regional Police Service went through a number of changes throughout the year which enabled us, in keeping with these tight economic times, to 'flatten' our organization.*





## *Hamilton-Wentworth Regional Police Service*

During 1993, our Service continued the transition from reactive policing to a community-based concept. Our long-term objective remains the same - to create a strong partnership with our community that develops confidence and accountability.

This has not been without stress. Change, no matter what its source, creates uncertainty, and our Service is affected not only by changes in society, but by changes within. These have been both self-directed and initiated in response to outside influences such as the Social Contract. Society has different expectations from its police officers than it did even three years ago, and our own members have different expectations.

The policing style of the last few decades no longer suffices. We have had time to absorb the lessons of the recent past, and now we must continue to translate our knowledge into action. We are doing that. Although it seems to be at a rapid pace, it simply reflects - as it must - the world around us.

The statistics in this report tell one side of the story - so many arrests, so many crimes cleared. This is important from a public confidence standpoint. But, they don't tell the other side of the story.

They don't tell of the missing children found, the property returned to its rightful owner, the hours spent in the courtroom. Statistics can't tell of long days and nights on surveillance, of a harrowing crawl through a smoke-filled building to rescue trapped tenants, or of sitting with the grieving family of a murder victim.

They don't tell of our members' involvement in our community, on duty and off. They don't tell of the fundraising, of the help to victims of crime and circumstance. Statistics don't give the members of the communities we serve a true picture of the wide scope of policing today.

We feel this annual report does. We hope all who read it will appreciate what it represents - the hard work of our members to whom it is dedicated.

Even as our Service undergoes transition, even as we restructure to meet the future, our members remain devoted to their mission.

This is the true measure of success - the real story - of policing in Hamilton-Wentworth.

R. Middaugh  
Chief of Police





*The Law Enforcement Torch Run for The Special Olympics is a major community interaction initiative by the Ontario Police Services, including ours.*



# THE CONTACT

*A key part of police work is "contact" - contact between a police service and community organizations; contact from one person to another.*

*To be an effective member of a police agency takes a person who eagerly seeks this contact.*

*Initiatives in several areas were put in place or expanded in 1993 to promote this interaction.*

*Mini-stations, outreach programs, and recognition of the achievements of our members and the community all encourage greater and easier contact.*

*"The police are the people; and the people are the police." This statement by Sir Robert Peel was made in the last century. What better way to bring this statement to life than by keeping in contact.*



## CRIME STOPPERS

"Most Wanted!". Those words strike a definite image into your mind, creating a picture of someone out-

program in January of 1993, in conjunction with Crime Stoppers Month in our Region. "We wanted a highly-visible way to get the attention of the public to bring these people

Crime Stoppers, helped tremendously with the program. An anonymous tip also helped in the capture of a suspect featured on the TV program, "America's Most Wanted", in Hamilton.

So powerful is the "Most Wanted" Crimestoppers poster program, that a few people didn't wait to be arrested - they turned themselves in after seeing themselves on the posters.

The "Most Wanted" poster campaign was a logical extension of the overall Crime Stoppers mission - to work with the community to catch dangerous criminals. The anonymous aspect ensures the confidentiality of the caller.

Since inception in 1982, Crime Stoppers has enjoyed phenomenal success. More than 1,800 arrests have been credited to the program, clearing over 3,200 cases. Nearly 2.7 million dollars worth of stolen property has been recovered and returned to the rightful owners, while nearly five million dollars in illicit drugs have been removed from our streets.

The nearly 16,000 callers have claimed just over \$156,000 in rewards - a small investment for such a great return. The reward money, solicited from the community and raised through special events, is paid anonymously. In many cases, it is never claimed - the tipster's satisfied with their private contribution to crime-fighting.

*Detective Sid Millin proudly displays a typical Crimestoppers "Most Wanted" poster, another successful and innovative idea.*

*"Everyone jokes about the 'Wanted' poster being in the post office - but it gets results!"*

—Detective Sid Millin

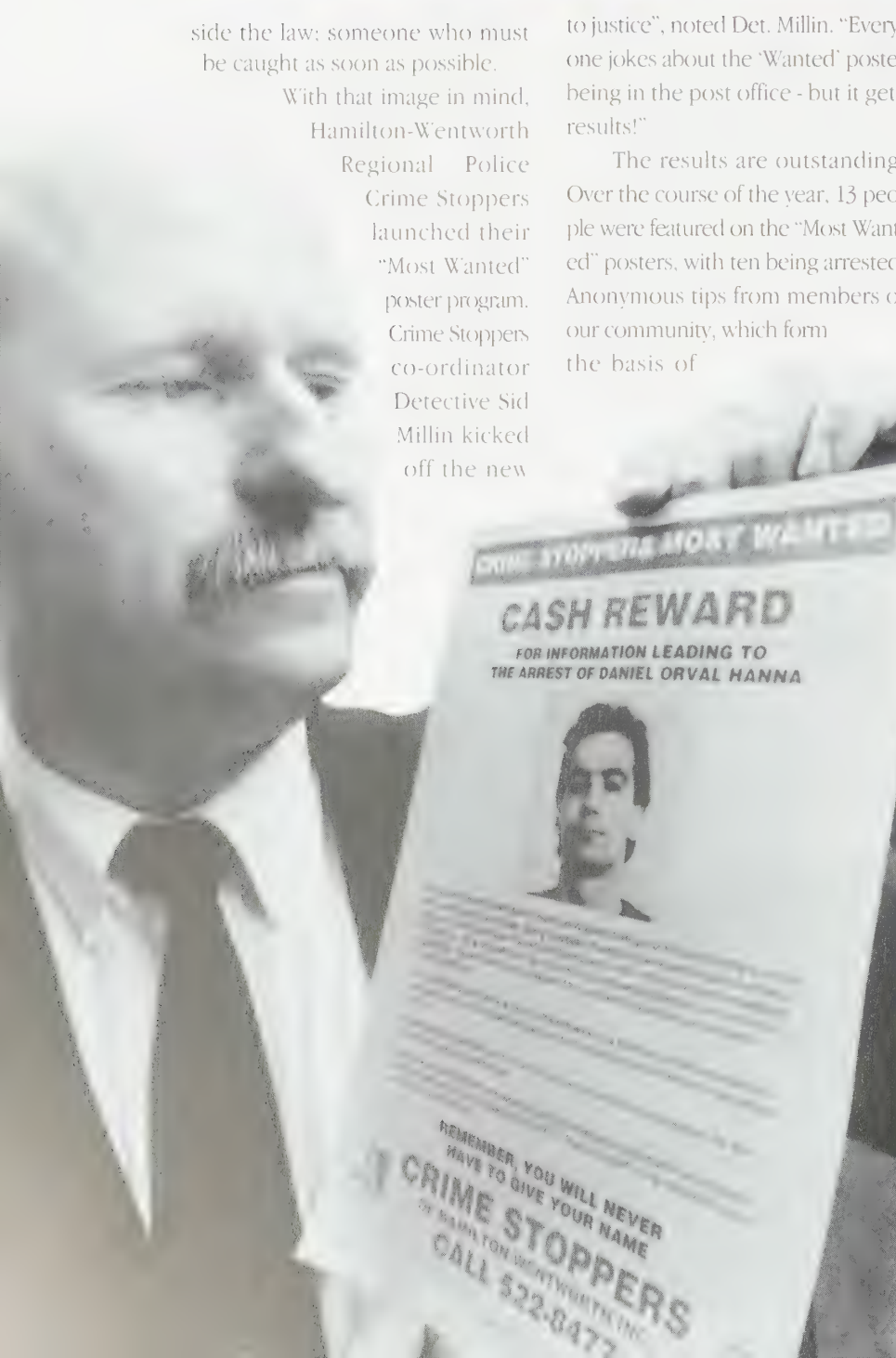
side the law; someone who must be caught as soon as possible.

With that image in mind, Hamilton-Wentworth

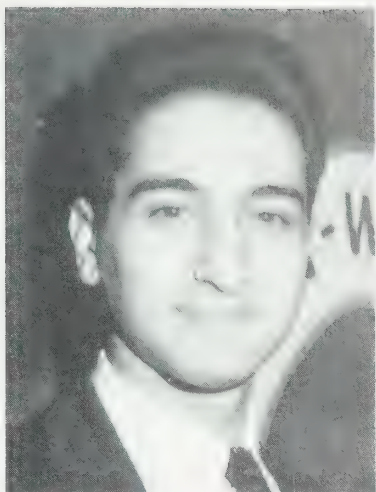
Regional Police Crime Stoppers launched their "Most Wanted" poster program. Crime Stoppers co-ordinator Detective Sid Millin kicked off the new

to justice", noted Det. Millin. "Everyone jokes about the 'Wanted' poster being in the post office - but it gets results!"

The results are outstanding. Over the course of the year, 13 people were featured on the "Most Wanted" posters, with ten being arrested. Anonymous tips from members of our community, which form the basis of







***Taner Ogutoglu, a marketing consultant on exchange from Turkey, conducted several surveys - the outcome will prove an invaluable resource tool for planning future community-based policing initiatives.***

Crime Stoppers, since its creation by the Albuquerque, New Mexico, Police Department in the 1970's, has turned into one of the most effective criminal-catchers developed in policing. In use around the world, it effectively allows any community to participate in it's own safety, especially important in this time of diminishing police resources.

## **MARKETING STUDY**

In late 1993, our Service, as it moved fully into community-based policing (CBP), took steps to find out where we stood with the public - what they thought of our work, what we were doing right, and where we could perform even better.

***"It's in our own self-interest to keep kids involved in positive activities ... It develops their self-esteem, and reduces their opportunity for negative actions."*** *Staff Sergeant John Daniels*

As part of this, a Marketing consultant from Turkey, on an international exchange program, agreed to take on the task of organizing the necessary surveys. At the same time, he would conduct an internal awareness study. A comparison of the results would give our Service a starting point for implementation of further CBP programs.

In October, 1993, Taner Ogutoglu, a marketing specialist with Ford Motors in Turkey, was hired for the study under an exchange program, and given an office at Station 10 (Central Station). Extensive consultation with all levels of our Service, including Police Services Board members, the chief and two deputies, constables, and civilian members, formed the framework for his study of internal perceptions.

The external survey was based on marketing precepts, designed to attract responses we could use to establish a service delivery baseline and solicit opinions on areas where we were doing well and areas requiring more work.

The surveys had been designed by the end of 1993, ready for release. The full report will be made in the spring of 1994, but already, test-marketing of the survey has given indications of trends.

This major CBP initiative, when

fully analyzed, will finally establish a framework for evaluation of our service delivery, and allow us to measure our successes in the years to come.

## **STAR PROGRAM**

A major reason for confrontation between police officers and young people is boredom. With nothing constructive available to do, often for lack of opportunity and money, it becomes easy to get involved in activities which often lead to police involvement.

The Hamilton-Wentworth STAR program seeks to provide those opportunities. STAR - Skills Through Activity and Recreation - is sponsored by the Social Planning and Research Council, and supported by individual members of our Service who volunteer their know-how.

STAR provides free activities for children aged 5-15, from single-parent and low-income families which can't afford traditional programmes. Sponsored activities include hockey, baseball, T-Ball, basketball, figure skating, keyboarding, guitar, piano, dancing, computer skills, reading circles, Girl Guides, Boy Scouts, and more than 40 other sports and activities. STAR organizes



many of these activities, funding the cost of equipment, uniforms, and places to meet, or will help pay memberships and related fees, and transportation to activities organized by others.

In 1993, several members of our Service, including Wendy Passmore, Charlie Steeves, Jennifer McFeggan, Carol Serwadda, Mark Yarmel, Scott Rastin, Steve Hrab, John Daniels, and Ross McCullough were involved in a STAR basketball league in co-operation with the Ottawa Street YMCA

"It's in our own self-interest to keep these kids involved in positive activities," notes volunteer John Daniels. "This develops their self-esteem, and reduces their opportunity for negative actions."

STAR works. In STAR neigh-

bourhoods, records show a dramatic drop in police and fire calls compared to pre-STAR periods. In addition, through exposure to members of our Service, a positive relationship can be built, offsetting negative peer influence, and contributing to a brighter future for the STARS of tomorrow.

## **TORCH RUN**

1993 was the most successful year ever for the Ontario Law Enforcement Torch Run - and our Service was a major contributor to that success. Of the \$700,000 raised across the province, Hamilton-Wentworth Police Service members raised \$42,000 - 6% of the entire amount!

Organizers tried something a little different for this year's event.

At our new Station 20, an evening festival was held to mark the run. A barbecue, a dunk tank, and special entertainment highlighted the Torch Run to our members and the community, and provided an opportunity for area residents to visit "their" police station.

The "Torch Run" raises funds on behalf of the Ontario Special Olympics, a sports and activities program for the mentally and physically challenged. Members of police services collect pledges and participate in a run, carrying the Special

*In this year's Torch Run, Special Olympian, Steven Reist of Hill Park Secondary, leads the way with close support from our own troop of Service members.*





Olympics torch through their jurisdiction, passing it on to a neighbouring Service.

The money funds the year-long program, which includes activities such as skiing, bowling, swimming, track and field, and many others. In May of every year, these "Special Olympians" gather for the provincial championships. These championships will be held in Hamilton in 1994, attracting Special Olympians from across Ontario to our Region. A massive volunteer effort from the community and our Service is planned to ensure the best-ever event.

## RESCUE 911

On February 25, 1992, police were called to a domestic involving a man with a gun. The officers responding were caught in a dangerous situation after being ambushed by the gunman. Constable Paul Johnston, Canine Unit, sent his partner, Police Services Dog Troy, after the gunman, allowing time for the officers to take cover. However, PSD Troy was killed in the line of duty.

The circumstances of this case spread far beyond our community, eventually reaching Hollywood. The producers of the television series "Rescue 911" decided to feature our Service and the dedication of PSD Troy in a television segment.

In July of 1993, the film crew came to Hamilton and after a four-day taping session, the task was complete. The story of Troy was aired in January of 1994 with an audience of over 36 million people.

The hard work of officers Paul Johnston, Steve Cook, and Bill Cook,

*Of the total \$7188,000 raised for the Special Olympics, our members raised \$42,000 - nearly 6% of the total!*

who had to relive the trauma of that night, and members of our Emergency Response Unit and the Canine Unit made this project a reality.

## INTERNATIONAL POLICE DIVER'S SYMPOSIUM

It's the biggest and best of its kind in the world, and it belongs to Hamilton: the International Police Divers' Symposium (IPDS). Recognized by Interpol and virtually all major police services around the world, the IPDS had its beginnings as an informal association in 1985.

In 1986, PC's Rick Rozoski and Cameron Rumpel of our Service, representing the Hamilton-Wentworth Police Scuba Club, composed of members of our Service with diving expertise, agreed to organize an annual meeting.

It is now a fully-established bi-annual international event, attracting speakers of world-class calibre, and attendance from police services from as far away as New Zealand. The symposium, which has been held in the Hamilton area since 1987, has come to be regarded as a "must" event for police divers.

Speakers have come from the U.S. Secret Service, the Royal Ulster Constabulary and the Canadian

Armed Forces, as well as numerous civil agencies and corporations. Delegates have received theoretical and hands-on training on such topics as the underwater collection of evidence, use of K-9 in water-related searches, and the dynamics of moving water. They also learn how real-life situations were handled, such as the the bombing of the Greenpeace ship Rainbow Warrior a few years ago.

Although the Hamilton-Wentworth Scuba Club is not an official unit of Hamilton-Wentworth Regional Police, their work in organizing the IPDS has brought world acclaim to our Service and our Region.

## THE SEASON OF HOPE

In 1990, with our Region, in common with the rest of our nation, affected by the developing recession, Hamilton's Good Shepherd Centre put out an appeal to the public. The "Good Shepherd" provides shelter and meals to the less fortunate and they just didn't have the resources that year to provide a special Christmas dinner.

Constable Bob Giles, a member of our Traffic Office, took it on himself to collect money to buy as many turkeys as he could. "That effort mushroomed to just anyone



*"We took in 11,000 pounds of food! In addition, we raised over \$3,700 in cash ..."*

*Sergeant Bill Stewart*

I could 'put the arm' on", says Bob. "We raised enough to buy 56 turkeys!"

Bob has continued the tradition every year since, raising enough to buy more than 190 turkeys. "I work with the Fortino's on the West Mountain. Dave Neveu, the co-owner and meat manager, gives us a good price. He actually loses money, but he told me he feels this is something he wants to be involved in."

Bob's example has been matched by the hard work and dedication of other members of our Service. Sergeants Bill Stewart and Dave Long, from "C" Squad at Central Station, working with CHCH-TV, organized our 1993 annual Christmas Food Drive. "We got involved because of an earlier project in conjunction with Cops Coliseum, where we collected about 1,000 pounds of food for Food Share," notes Dave. Bill Stewart says the Christmas food drive was phenomenally successful. "We took in 11,000 pounds of food! In addition, we raised over \$3,700 in cash, donated from the community and our in-house charitable foundation, Project Concern."

The food was distributed equally among the six area food banks under the care of Food Share, in time to make a difference in the Christmas meals of needy families in our community.

A major undertaking in partnership with several corporate citizens from our community was

"Christmas at Carmen's". Project Concern, acting as coordinator for this mammoth undertaking, organized a Christmas party, complete with Santa and presents, for 500 area underprivileged children and their families.

Wills Bus Lines provided a shuttle service to move people from central pick-up points to Carmen's Banquet Centre, which provided their hall free, along with staff, who donated their time. In addition, Ramtron Inc, Goodturn Ride Centres, Allan Candy and the Hamilton-Wentworth Regional Police Association contributed to the cost of the gifts.

Entertainment also came from the community. Finally, several members of our service were on hand, including senior officers, to serve out the pizza, cake and hotdogs, and help make the evening run as smooth as possible.

"Christmas at Carmen's", which promises to become an annual occur-

rence, has brightened the Christmas for hundreds of children and their parents in the two years since its inception - a true partnership with our Service, business and the community.

## **VICTIM SERVICES**

It has long been recognized that policing is more than just law enforcement. It's looking after the members of our community, although with fewer resources available, it is not possible to do this alone - the community must help. Victim

*P.C. Bob Giles, right, with the generosity of Dave Neveu, co-owner of Fortino's on the West Mountain, brings true meaning to our motto: 'In Partnership with our Community'. He raised enough money to buy over 190 turkeys to aid the Good Shepherd Centre in feeding local indigents at Christmas.*





Services of Hamilton-Wentworth is an outstanding example of this cooperation.

In 1993, Victim Services remains an independent organization, with its own Board of Directors. Our Service continues to provide office space and material at our Headquarters at 155 King William Street.

The staff of three: (Jim Dodds, Executive Director; Mary Stallbohm, Program Coordinator; and Eva Sykes, Assistant Program Coordinator), work with a cadre of more than 100 volunteers. They provide a 24-hour a day, seven-day-a-week service, offering emotional support, information and referral, and if need be, crisis intervention counselling on a

short-term basis.

Victim Services provides assistance to all victims of crime and circumstance. In addition, they can look after "comfort" services to help relieve traumatized victims of routine problems temporarily. For example, they can arrange to have a burglarized home cleaned up, organize temporary accommodations; provide clear information on compensation procedures and many other valuable services.

In 1993, more than 1,000 victims received much-appreciated assistance, with more than 80% of the referrals coming from our officers. Another

18% were self-referred or referred by other agencies - clear evidence that Victim Services is providing a sorely-needed function. Victim Services is a single point of contact to access

*From the trauma of murder to the feeling of violation from a break-in, Victim Services provides counselling and assistance. P.C. Mike Honsberger tries to comfort this woman at the scene of a murder, until*

*Victim Services arrives.*





*"I gave my first donation of blood back in high school ... it provides the sense of giving something of myself to someone in need."*

*—Sergeant Gary McClure*

a wide range of other community services, making it very easy to obtain help for victims.

Two 1993 initiatives have greatly expanded their ability to provide assistance. Being robbed in a bank, a convenience store, or even your own home can be a shattering experience. The "Victims of Robbery Trauma" program provides immediate, and if necessary, long-term support outside the working environment for those victimized by robbers.

And in October, a community office in a prominent location in Jackson Square was opened. Staffed by volunteers and visits from the area beat officers, the office is a source for information on a wide variety of programs from our Service, as well as providing a place for informal contact.

Now working hand-in-hand with our Service, Victim Services is a continuing success story.

## **200th BLOOD DONATION**

It's a bit of bloodthirsty history. Sgt Gary McClure, a member of our Communications Section, has become the first member of the Hamilton-Wentworth Regional Police Service to make 200 donations to the Canadian Red Cross!

"I gave my first donation of blood back in high school - to get an hour off school!", says Gary. "I've been doing it ever since - it provides the sense of giving something of myself to someone in need. It's certainly not for the coffee!"

In 1981, Gary got involved in the aphoresis program, providing blood which is broken down into plasma and platelets. His 100th donation was made in July of 1989, and the historic 200th came in September of 1993.

For this remarkable achievement, Gary was recognized by the Red Cross with a special plaque. His dedication to the blood donor program is truly an outstanding example of unselfish dedication to the community he serves both professionally and personally.

## **IT GROWS ON YOU**

At the December, 1993 meeting of the Police Services Board, the wearing of beards by members of our Service was approved. This was a dramatic step in the relaxing of the para-military rules and regulations that have been a part of policing for a long time.

This change, a harkening back to the turn-of-the-century look, reflects the changing attitudes of

society as a whole. Flexibility is in, rigidity is out. Public reaction, while mixed, was generally favourable to the more hirsute look which many officers have now adopted.

A core value of our Service is the belief that our members are our most important resource, and certainly, this commitment to officer comfort and individuality illustrates that belief well.

## **AWARDS**

A common image of policing includes officers on patrol in marked cruisers; or perhaps sitting at a desk doing a report. But there is the other side, as well - officers dashing into burning buildings to evacuate residents; officers devoting their knowledge and expertise to extradite a criminal from a foreign country to face trial; unarmed special constables chasing armed suspects and catching them.

It's important that actions like these, which stand as exemplary reminders of the wide-ranging activities of policing today, be properly recognized. A revamping of the "Honours and Awards" available through our Service has ensured that recognition is given where due. These awards range from Letters of Commendation, up through Level I Commendations, past Level III to provincial and federal bravery awards. This system ensures that members will have bravery and outstanding service recognized by their peers.

In 1993, numerous awards were given. The examples below illustrate our members' commitment.

On July 25th, Sergeant Bill Stew-



art and Constable Tina Potter were first on the scene of a fire in an apartment complex on Proctor Boulevard. The fire was already out of control, and evacuation of the residents was an urgent priority. Sgt. Stewart and P.C. Potter quickly made the decision to go inside without delay, and successfully guided the residents to safety through high heat and extremely heavy smoke, despite the lack of protective equipment.

Nineteen years ago, a man ran over a child in Hamilton, dragging the young boy for some distance under his low-slung sports car. The man fled to the United States, and legislation did not allow him to be returned.

However, the laws eventually changed, and Constable Bob Giles, who had been following the case, took advantage of new international treaties. He reactivated the file, and fought for and obtained an extradition warrant for the man, meeting obstacles along the way and overcoming them through sheer persistence and solid police work.

This tenacity brought the man eventually to court to face the family of the young victim. Although he escaped conviction on the primary offence, he would not have faced justice at all without the hard work and dedication of P.C. Giles.

In June of 1993, a man attacked five people in a local store, stabbing them with a large screwdriver, before fleeing into the streets. An "all car" alert was broadcast, and was monitored by Special Constable Nancy Werner, driving the court security van.

She spotted the man nearby, and although alone and unarmed,



***Special Constable Werner***

immediately called for assistance and then gave chase on foot. She caught the man, who began a vicious struggle. Store manager Frank Catagirone came to her aid, and he too

*Special Constable Nancy Werner's actions likely prevented further attacks on other members of the public ...*

was assaulted. Other officers responding to the call for help eventually subdued the man.

Special Constable Werner's actions likely prevented further attacks on other unsuspecting members of the public, and contributed directly to the capture of a dangerous individual.

The bravery of our officers is matched by members of the public on many occasions. The story of Jennifer Rother illustrates the many incidents over the past year where

citizens have stepped into the breach without thinking of the possible consequences to themselves.

Early in the morning of April 27th, Jennifer was at home when a woman began pounding on her door. The woman had been badly beaten by her husband, who was chasing her to continue the assault. As Jennifer called 911, the man forced his way into her home. When Jennifer placed herself between him and his victim, she was viciously assaulted. The man then fled to his car.

Jennifer noted the man's terrified eight-year old daughter was in the car. Despite the fact that she had already been beaten and the car was already moving, she reached in, turned off the ignition, and took

the keys, holding them until police arrived.

This all happened despite the fact that the lady and her daughter were complete strangers to Jennifer. Her Hamilton-Wentworth Police Services Board "Award of Courage" is not only a personal tribute, but an outstanding example of police and community working together to help each other.





### **CRIME STOPPERS AWARD**

Our "CrimeStoppers" program - one of the first in Canada - continues to gather recognition for innovative programs and outstanding results. At the 1993 CS International conference, we garnered three awards. Placed in the overall category for CS programs servicing a population of 300,000 - 600,000, we captured 2nd place for most cases cleared; 3rd place, most improved; and 3rd place, greatest dollar value recovery (\$540,890).

### **VIDEO UNIT AWARD**

Video has become an integral part of policing in many areas. As our service reaches out to the community, it becomes ever more important for the public to understand what it is we do, and video has proven to be an excellent way to do this.

Our Video Unit was awarded the gold medal in the 1993 international Law Enforcement Video Association Awards for their recruiting and information program: "Being A Cop: Careers in Policing". The program has proven a success in highlighting career options available within our Service, and providing a "behind the scenes" look at the work behind the headlines.

### **ONTARIO ASSOCIATION OF CHIEFS OF POLICE**

Our Service has been undergoing major restructuring and refocussing to meet the needs of the coming century. The progress we have been making was recognized in 1993 when Chief Bob Middaugh was elected President of the Ontario Association of Chiefs of Police (OACP). His term of office runs from July, 1993 to June, 1994.

*Tim Fletcher and Kathleen Durant, civilian producers with our Training Branch, show off their well-deserved Gold Award from the international Law Enforcement Video Association for the Best Recruiting Video.*

Working intensely with the membership, Chief Middaugh established the goals to lead the OACP into the 21st century. As an example, the OACP has established a strategic plan, the first in their long history. The work of the OACP often has a direct impact on patrol officers, as the chiefs bring OACP programs and policy into play at the local level.

The OACP has also developed an organizational structure to help policing meet the changing needs of society. This included dealing with issues such as the provincial Special Investigation Unit (SIU), and the evidence disclosure procedures as recommended by the Martin Report.

The OACP, as the largest provincial Chiefs of Police organization in Canada, is an important policy-making body, with national ramifications. Chief Middaugh's acceptance as president of the group is a compliment to our members and the work they have been performing as our own Service moves forward.

### **CYCLEMANIA**

It seems easy - you get a bike, learn to ride it (with a few scrapes and bruises) and from then on, freedom! With today's busy traffic, how-



ever, safety becomes paramount.

To ensure safe cycling, Hamilton-Wentworth Regional Police and the Hamilton Safety Council sponsor "Cyclemania!", an annual bicycle safety village. Every year, over 400 children attend the summertime safety village and learn the basics of safe biking in a controlled environment.

Cyclemania '93 was held at Mohawk College, the first year the camp has stayed in one location. The public response was excellent, with every session being filled to

capacity.

"Cyclemania '93!" focused on educating the children in the safe, skillful and courteous driving of a bicycle on our streets," noted Constable Chris Kiriakopoulos, coordinator of the safety village. Chris also wanted to "...emphasize the importance to all cyclists of wearing proper bicycle helmets!", something continually reinforced throughout the safety village experience.

The success of "Cyclemania '93!" assure the continued operation of this camp and the partnership that our Service has maintained with the Hamilton Safety Council.

## KIDESTRIANS

A five year study conducted by Hamilton-Wentworth Regional Police showed that an average of five chil-

dren per week were being hit by vehicles in this Region. It has become so common that most of these incidents don't even make the news anymore.

A more alarming statistic shows that over 75% of these traffic injuries are caused by children darting out into the path of a vehicle. This is disturbing, because for years, "Elmer's Safety Rules" have stressed that going out between parked cars is not allowed.

Constable Scott Rastin, a Community Service officer in # 2 Division at Station 20, noted that "... our children were not getting the message with the traditional way of instructing them. A new approach had to be taken." He and partner Ken Bond, with the OK from coordinator Sergeant Stewart Jones, began looking for a new approach.





Two Hamilton residents had reached the same conclusion. Angela Maloch had an older sister she never knew, killed by a truck after running onto her street without looking. Wendy Moore-Spors, who had worked extensively with Angela on neighbourhood traffic safety issues, became involved with Ken Bond and Scott Rastin through the traffic safety work.

The two officers had obtained details of a child safety program from Germany, but needed it translated. "These two officers were really gung-ho," says Wendy. "How could I not help?"

They had the documents translated at McMaster University through Wendy's contacts, and then completely re-wrote it for a Canadian audience. Working as a team, they put together an exciting new approach to make pedestrian safety an ingrained habit with children.

"Kidestrians" is that new approach. It is a practical training exercise manual designed for parents, caregivers and children's leaders so they can teach children the proper skills to contend with traffic. This program puts the responsibility of teaching traffic safety on the parents.

Community fund-raising brought in over \$50,000 to help launch the program. Canadian Tire, Canada Post, Today's Parent and many others formed partnerships with our Service to make this program a reality.

The Kidestrian Program is a testament to Community Based Policing, and the unique partnerships that can develop when police services involve the community in Crime Prevention and Safety Issues.

## CHIEF FOR A DAY

It's called "Chief For A Day" - but that doesn't begin to tell the story. "Chief For A Day" started as a simple essay contest, allowing students to put their impressions of policing in writing and submit it for judging. The winner became honorary Chief of Police of our Service for one day, riding in a cruiser, meeting people, perhaps giving a short talk.

To use the full potential of this valuable initiative, it was decided to expand the scope of Chief For A Day, starting in 1993. To encourage interest, a prize of \$300 was offered. The winner would also assist in a forum of police and youth relations.

The essay, to be 1000-1500 words, would obviously require a great deal of thought. Judging would be performed by members of our Service, the Mayor's Race Relations Committee, and the Hamilton-Wentworth Council on Police, Race, and Community Relations.

This group chose Tennille Foster's entry, titled "As We Evolve". The panel decided that Tennille, a grade 11 student at Barton Secondary School, "showed insight and identified problems facing policing in the future. She also candidly identified the responsibilities the community must share in policing."

Second was Andrew Shore, Sherwood Secondary; and in third, Mike Russel, Glendale Secondary.

All three attended the first open forum, where more than 100 students had the chance to quiz Chief Robert Middaugh on police-youth issues first-hand.

*The Kidestrian Program is a testament to Community Based Policing, and the partnerships that it creates.*



**"AS WE EVOLVE" (winning essay)**

Being chief of police is a very stressful and time-consuming job. Being a police officer is also very difficult. However, a police officer's job will become more difficult by the year 2000. In order for the Hamilton-Wentworth Regional Police to serve the Hamilton community properly, its strategy must be to pay more attention to the advances in technology, to its interaction with the citizens, and to the multiculturalism.

As technology advances, making life for Hamilton citizens more convenient, we are losing the interaction with the police that is needed for Hamilton to remain a community of people, not robots. Also with these changes, we lack security for our children, for our seniors, and for our handicapped. We also lack representation of the different heritages.

We must keep with modern technology, and use it to our advantage without losing the human contact that is needed. Sometimes I feel that we believe that police authority is above the community but we should feel that police are a part of the community. Technology is becoming more advanced every day. These advances are helping the police prevent crime, but also offenders break it. We should use the advances to upgrade the officers security equipment and training to protect the police who in turn protect the community.

We tell a lost child not to talk to strangers and to ask a police officer for help, but have we not also made this police officer a stranger to our children? Our children see police on the television screen shooting the "bad guy", and in the end the police always win, but when our children are exposed to a real-life situation, this can be brutal reality. Our children are unable to talk to a police officer freely. He/she is a stranger that drives by in a car and carries a gun. There is no personal contact between a child and a police officer other than a visit to their school where he/she speaks about traffic or drugs, and leaves. We need to get the police back on the beat so that our children feel the security needed to view the officers as human beings, not "Robocops". These people also have families of their own, play baseball, watch television and do much more than lock up the "bad guy".

We need to get senior volunteers involved in appropriate roles, especially with the teenage generation. A large majority of these teens do not have people of the older generation to speak to them about the past, present, or future. Seniors are an important part of the society we have within our cities and should be treated as such. As the seniors lack the activity, not the time that is needed, this would be beneficial to all three parties involved: the seniors, the kids, and the police. This goes for the handicapped as well. Involving the handicapped will show their difficulties and special needs in order to make the public and police more aware. They should be an important part of our community as they can teach because they have wisdom, too.

Canada is a multicultural country and we must have a multicultural police force. By stating this, I do not mean we should have a black man look after black men's problems, nor an Oriental to look after Oriental problems. Law Enforcement must have an ethnic training program that teaches the Indian about the Jewish ways of life, and the Chinese about the Hispanic. Problems could be solved easier and safer, especially family disputes, if a police officer had some knowledge of the cultural traditions of different nationalities. For example, a Jamaican does not play his music loudly to disturb the peace, but because he is happy. An Italian woman who is yelling at a child quickly, in a language we cannot understand does not necessarily mean she is about to abuse the child. This is just her way of dealing with the problem. In the East Indian culture, women do not deal with men and if she is not answering the officer's questions, it does not mean she has committed a crime or is hiding something. It simply means she is quiet and ill-at-ease because of her upbringing. It would be more efficient to send a woman officer. This is why all officers should learn some background information on all the different cultures.

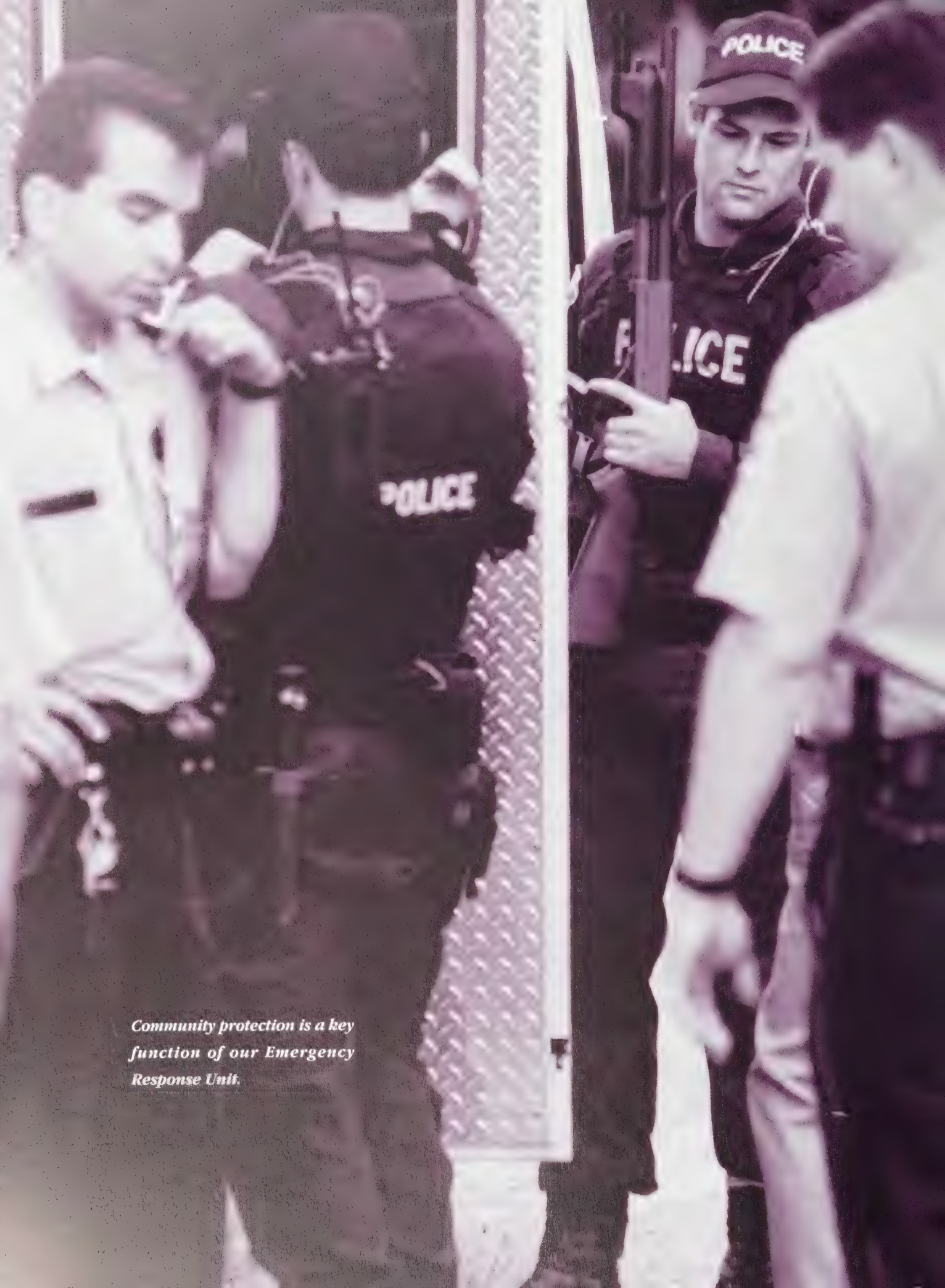
We must draw to the attention of the public that the police are there to serve and protect. Hopefully, with a bit of luck and hard work, the end result will be that the police will be truly based on the community and the community will truly be based on the police.

Law enforcement is a difficult job but has the most rewards because when an officer can look upon a quiet street or neighbourhood, they know they are doing some things right and their job is worthwhile.



**The winner - Tennille Foster.**





*Community protection is a key  
function of our Emergency  
Response Unit.*



# THE FRONT LINE

*The “front line” - the officers on daily patrol- make up the bulk of our Service. They are the main point of contact between our Service and our community, and the place where change is most profound.*

*As a Service, we can’t afford to be rigid. We must be flexible and responsive, and be willing to change when old practices no longer work. This attitude extends from the top to the “front line”.*

*Whether as a member of a specialized unit, a project task force, or as an individual officer, innovation allied with training and experience will produce results to benefit our Service and the community, starting with “The Front Line”.*



## BANK ROBBERY TASK FORCE

During 1992, our crime analysts began noticing a disturbing trend. The bank robbery rate was starting to climb to an unprecedented level, and it appeared that many were being carried out by the same criminals. Normal investigative procedures were not producing results.

On January 6, 1993, a special Bank Robbery Task Force was formed. Experienced investigators were reassigned full-time to the special unit, with one mandate: catch the bandits.

Initially expected to take five weeks, the investigations showed the group of suspects to be bigger than expected. Another eight weeks proved to be necessary to bring the project to the arrest stage.

Many of the suspects were identified quite early, but hard evidence was needed to connect them to the scene. Working with the Corporate Security branch of Canada Trust, and later with the Canadian Bankers Association, vehicles were leased for the Task Force's use, to ensure confidentiality. In addition, Halton Regional Police surveillance officers were brought in. Finally, Uniform Patrol officers, with their many contacts, also contributed a significant amount of information, allowing an extensive data base to be built up.

The Task Force wrapped up on April 16, 1993. Thirteen people were arrested, resulting in 24 robbery charges, 16 weapons charges, 3 drug charges, and single charges of counterfeiting and Fail to Comply, plus one parole revocation. Over all, 53 separate incidents were cleared up by charge or otherwise.

The Bank Robbery Task Force proved to be an outstanding example of police investigation, and a model of community and interservice cooperation.

The end result: a safer working environment for the employees and clients of financial institutions in our Region, and a safer community.

## RIDE PROGRAM

Summertime - when life is easy, and get-togethers are a frequent occurrence. Sometimes, though, the get-togethers result in tragedy, when a few drinks with the BBQ result in someone driving home after a few too many.

The impaired driving problem is not restricted to adults. So-called "hush parties", many of them spontaneous, others planned well in advance, have many times lead to tragedy among young people.

1993 saw a rash of high-profile drinking and driving multiple fatalities among young people in southern Ontario. To combat this locally, a concerted effort was made in Division Three territory, which includes the mountain, Ancaster and Dundas. The division has both large rural and suburban areas.

Our officers felt that RIDE lanes, which are often perceived as holiday-season activities, would also be an effective way to keep summer gatherings, such as "bush parties", from getting out of control. The program was given a high public focus by Division Three's impending 10,000th RIDE check for the year.

A RIDE lane set up on Highway 5 in Flamborough turned out to be the place where the milestone occurred. In the early evening, local residents Adolf and Maria Schattauer became stop number 10,000.

The couple received numerous gifts for not drinking and driving. They were presented by Waterdown District High School students, as part of the Ontario Students Against Impaired Driving group.



*Scenes like this, of a bandit threatening bank staff with a loaded gun, lead to the formation of the Robbery Task Force.*



In 1993, more than 79,000 RIDE stops were made across our entire region. In all these, only 14 drivers were found to be impaired, 23 had more than 80 mg of alcohol per 100 ml of blood, and 134 received 12-hour licence suspensions - proof that the RIDE education programme is working.

The intensified start-of-summer RIDE program has proven so effective that it will likely become permanent. The extra effort called for, even with reduced resources, is more than worth the potential for saving lives.

## **OPERATION ALLEYCAT & PROJECT EDDY**

The terror of flames leaping up the walls of your home is everyone's nightmare. After a rash of arsons plagued our community, our Service formed a task force to track down the suspect(s) dubbed the East-End Alley Arsonist.

"Operation Alleycat" brought together a unique group comprised of the Hamilton Fire Department, the Ontario Fire Marshall's Office, the Ministry of the Solicitor General, Neighbourhood Watch and our

Service. They combined their efforts in a partnership to rid the city of this dangerous predator.

At the same time, another team, under "Project Eddy", investigated a group of suspects attacking area churches on the upper mountain, breaking in to steal what they could, then setting fires to cover their burglary. "Alleycat" and "Eddy", coming hard on the heels of the Social Contract, taxed our service to the limit. However, officers and staff made an intense effort to pull together and bring these investigations to a close.

The teams all hoped that the suspect would be caught before a serious injury or fatality occurred. In early 1994, both investigations came to a successful conclusion with the arrest of several suspects.

Both "Alleycat" and "Eddy", along with numerous other special projects, have validated the "Project Team" concept now being

refined for any major operations in the future.

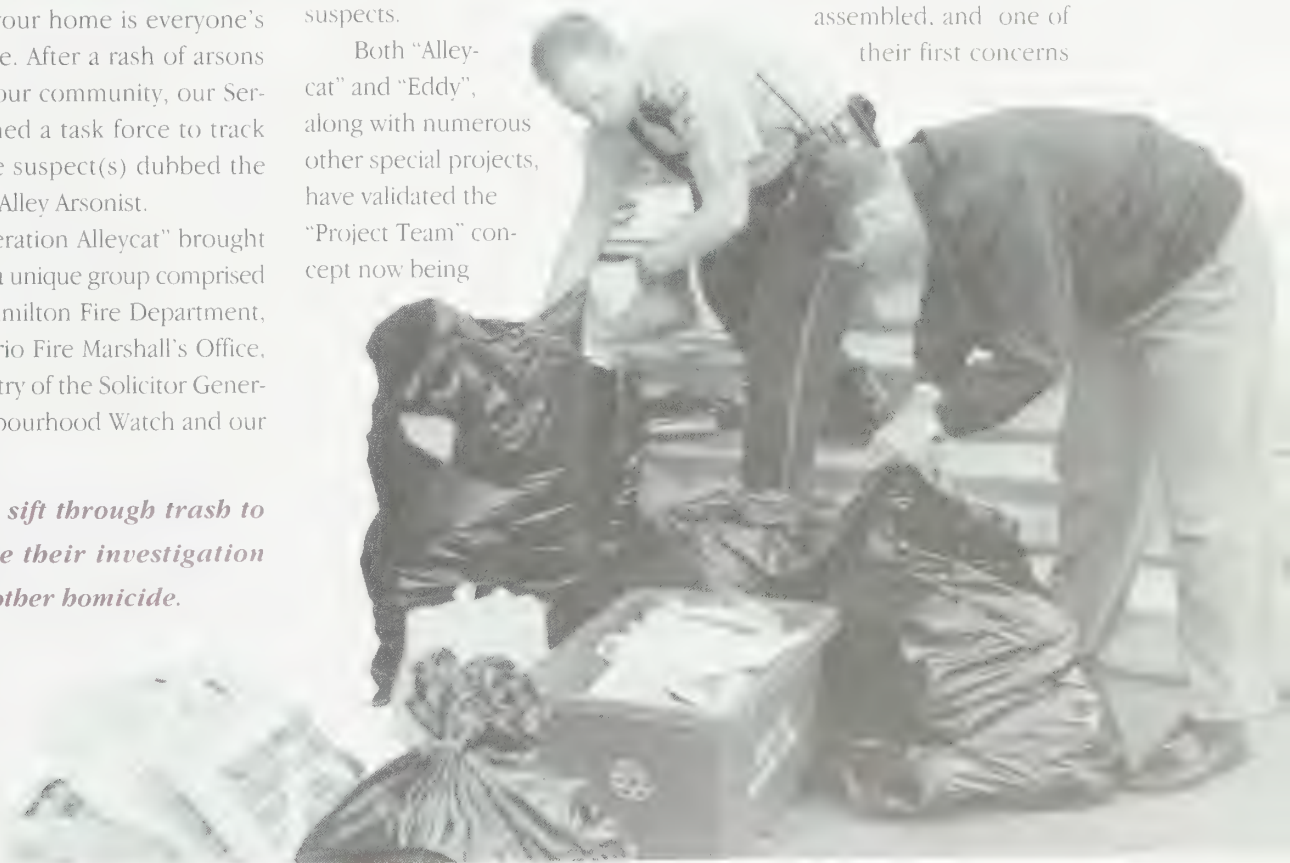
## **PROJECT NO CHASE**

A police chase is an attention-getter - provincial pursuit regulations have made police services highly accountable for the conduct of any chase, and media interest is high. In addition, chases are dangerous, often reaching high speeds as offenders attempt to evade arrest.

Early in 1993, there was a crime trend becoming evident in Division Three, primarily in the Mountain area. Car thefts were up 54% over the previous January and February, and it appeared that many of the thefts were connected.

An investigation team was assembled, and one of their first concerns

*Officers sift through trash to continue their investigation into another homicide.*





was the danger of chases. To address both the danger and the need to stop the thefts, the Station 30 team developed "Project No Chase". The team eventually included officers from Station 20 (East-End) and from Halton Regional Police.

The "Project No Chase" task force patrolled the city, looking for reported stolen

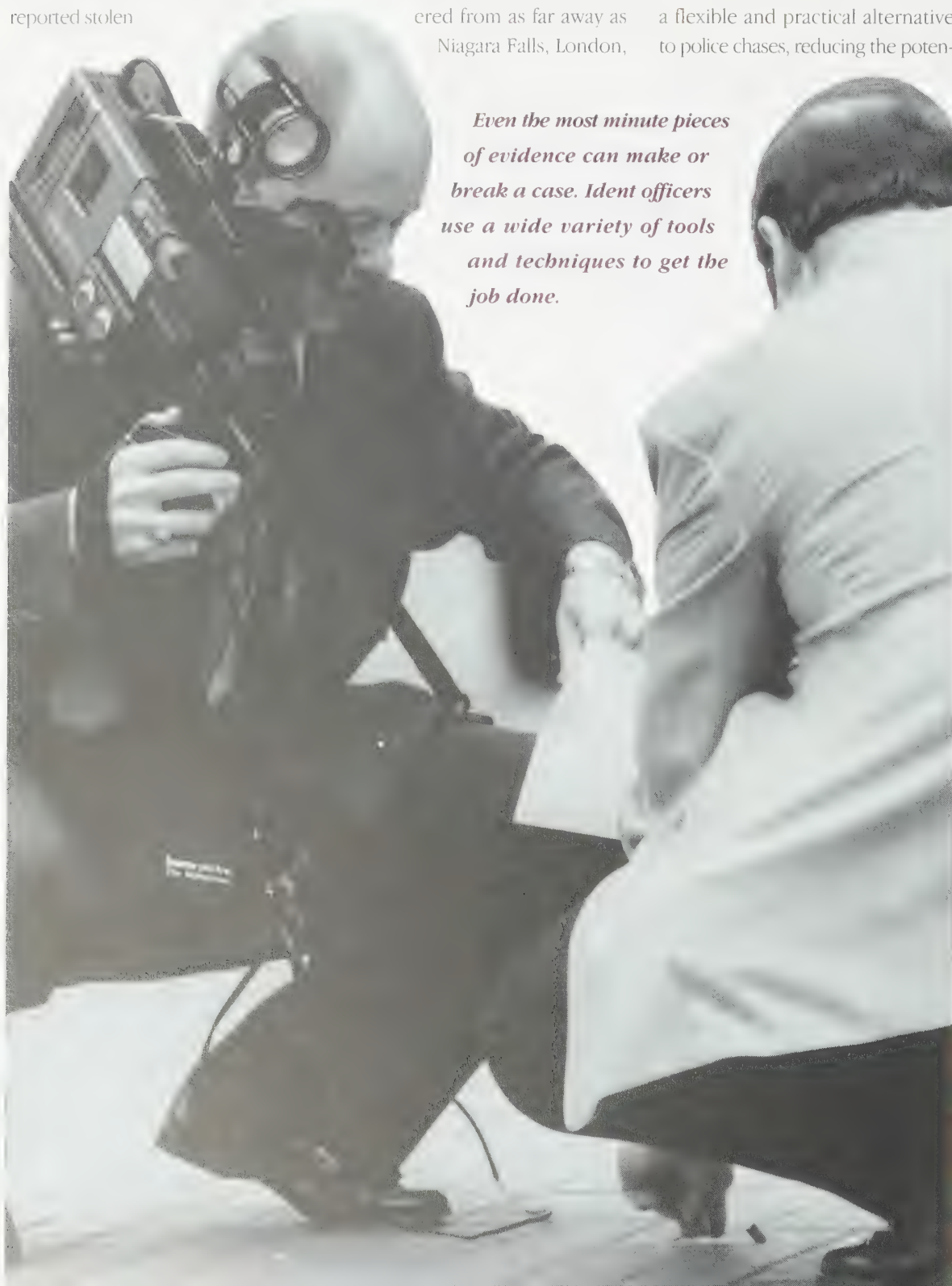
vehicles, then tailing them. Suspects were identified, and when the vehicles were abandoned, they were towed in. The project culminated with a series of arrests over the period of a few days. More than 40 stolen vehicles were recovered, with a street value of nearly a half-million dollars. Vehicles were recovered from as far away as Niagara Falls, London,

and Toronto, although all 29 people arrested were from Hamilton.

The project's success resulted from accurate intelligence from patrol officers and access to Halton's Mobile Data Terminals which made up-to-date information available right in the patrol vehicles.

"Project No Chase" proved to be a flexible and practical alternative to police chases, reducing the poten-

*Even the most minute pieces of evidence can make or break a case. Ident officers use a wide variety of tools and techniques to get the job done.*





## *More than 40 stolen vehicles were recovered, with a street value of nearly a half-million dollars.*

tial for danger to officers and the public, recovering a vast amount of stolen vehicles, and identifying and prosecuting the car thieves responsible for this crime wave.

### **PROJECTS ROCKY, WHITECAP & SEQUEL**

Crack cocaine has become a major problem in many urban centres, and Hamilton-Wentworth Region is no exception. To put a dent in the trade of this highly addictive drug, "Project Rocky" and "Project Whitecap" were developed, and later, "Project Sequel".

Undercover investigations revealed a local bar, Sievel's, on James St. North, was a major centre of the crack cocaine trade. Numer-

ous "buys" were made from patrons at Sievel's, and dealers identified. "Rocky" and "Whitecap" resulted in 65 charges against 35 suspects, most under the Narcotics Control Act. "Sequel", which ended in October of this year, resulted in a further 11 suspects arrested, charged with a total of 43 offences, with 13 additional warrants issued.

Crack cocaine creates a powerful "high", starting almost immediately but lasting only a short time. Users develop an almost irresistible craving for the type of euphoria produced by crack, and will go to any lengths to obtain it. Although the drug users are also victims, we can't forget how they most often obtain their drug money. Thefts, robberies, prostitution and even more drug-dealing are activities which lower

the quality of life in our communities and create even more victims.

Project Rocky is typical of the many similar efforts directed to removing traffickers. These types of activities show significant other benefits, including a reduction in associated crime caused by the users, making our communities safer and better places to live.

### **PATTERSON**

On October 13, 1993, Richard Allen Patterson, on probation for sexual interference, was arrested in connection with a further sexual assault, this one involving a 13-year old boy. After his arrest, he was placed in the Hamilton Psychiatric Hospital (HPH) for assessment.

Shortly thereafter, Mr. Patterson walked away from the minimum-security facility. On October

*The grim reminder of a homicide is washed from the sidewalk by this officer.*





14, a man entered a local school and sexually assaulted a six-year old boy in a washroom. On October 18, Mr. Patterson was arrested and also charged with this offence.

This chain of events resulted in a thorough investigation by everyone concerned. Our Service was concerned that delays in processing information internally may have contributed to the school assault. There were also concerns from the public over how the justice system allowed people charged with this type of offence to be placed in an insecure facility such as the HPH, and able to just walk away.

Our Service followed normal internal procedures, and as a result, disciplinary procedures were instituted under the Police Services Act. However, the incident sparked a wider review of the overall circumstances, identifying communication gaps and procedural shortfalls.

As a result, communications between our Service, area school boards, and the HPH were strengthened immediately. Firm procedures are now in place to ensure that, in

the event of a similar incident, every concerned agency will be involved from the outset.

In addition, formal consultations are underway between our Service, the Crown Attorney's Office, defence attorneys and the HPH. These talks will clarify the situations under which certain kinds of offenders will be accepted into the HPH, as well as conditions governing security for them.

The Patterson incident was extremely unfortunate, and traumatizing for the victims, including the officers involved. The reviews sparked by the case will ensure that the procedures to prevent a recurrence will be in place. These reviews also mean that the knowledge and will to follow these procedures reliably and consistently, at all levels and by all

***The Patterson incident sparked a rapid response from our Service.***

***A community meeting allowed Deputy Chief Ken Robertson and Police Services Board Chair Terry Cooke to address community concerns.***

agencies, will also be present. Our community expects and deserves no less.

## **K-9**

One of the more visible components of our Service is the Canine Unit. The five Canine teams had a busy year in 1993, answering more than 350 calls for service, making 47 arrests themselves and assisting in a further 32. Acting Sergeant Rick Arnold, the Canine Coordinator, left the unit late in 1993 when his partner, PSD Rex, retired after 7-1/2 years, 600 calls and 73 arrests. Social Contract implications forced the unit to abandon plans to replace Rick and Rex, leaving K-9 with only four teams.

The dogs provide a tremendous confidence factor for our other officers and members of the public. Officers arriving at a burglary, for example, may discover the criminal is still inside. When a handler calls "Come out or we'll send in the dog...", the usual response is immediate surrender! This lessens







***A nearly unprecedented 7 - 1/2 year K-9 career ended in 1993 when PSD Rex retired. He took up the lazy life with handler P.C. Rick Arnold and family.***

the risk to the criminal, the public and our officers, reducing the chance of confrontation significantly.

Canine provides an additional and valuable resource to our Service to assist the public.

A call handled by PC Tom McKittrick and PSD Rudy typifies Canine Unit work. On 24 September, our Service became involved in the chase of a vehicle wanted in connection with an armed robbery in Peel Region. Peel officers, OPP units and our officers followed the car until the occupants abandoned it at Cumberland and Sanford in downtown Hamilton shortly after midnight.

Tom and Rudy arrived shortly after, and were briefed by PC Mike Joy. At the same time, Emergency Response Unit officers Kevin Beda and Dave Beech were arriving, after learning it was an armed robbery.

PSD Rudy started tracking a

scent about 12.30 a.m. The suspect had taken a twisted trail from the scene, dodging down alleys, through back yards, and along busy sidewalks, eventually leading into Gage Park. By now, assisting officers were wondering if Rudy and Tom still had the track. However, Rudy was still pressing strongly, and they decided to continue. Nearly an hour after the track started, a suspect was cornered, lying under a car in a driveway. The training which both dog and handler go through gave Tom confidence in Rudy, and allowed Rudy to complete his mission.

As a result, a case involving three different services was professionally concluded, adding to our Services' reputation.

## THE MERCURY SCARE

Thursday, September 23, 1993 will be long remembered by some north-end Hamilton residents - and some police officers. That was the day some teachers in a school near the abandoned USARCO factory on Wellington St. North noticed several children playing with a shiny, metallic substance.

It turned out to be liquid mercury, and interviews with the children revealed that it came from the USARCO plant. It was also discovered that a significant quantity of the toxic metal, and possibly others equally as dangerous, had been taken from the plant by older children who had broken into the boarded-up building.

By day's end, a state of emergency had been declared. Up to 100 children between the ages of 7 and

14, from up to seven schools, were believed to have been exposed to varying degrees to the metal, including two who had it thrown in their face.

Our Service was involved from the beginning. Responding initially to the school, officers were soon directed to set up a perimeter and secure the USARCO property. Investigators discovered quantities of several different chemicals on the property, but were unable to determine how much had been taken.

In the meantime, two local youths, who could not be found at the time, had been identified as the source of the mercury taken from the plant. Fears that they had received mercury contamination lead to PC Yolanda Bowerbank to be assigned full-time to track them down. The youths had fled, apparently fearing an arrest for entering the building without permission.

After eight hours of non-stop work, Yolanda located the pair, and medical examination showed them to be in good health. In the meantime, our officers maintained the cordon around the plant, keeping up their vigil until alternate security arrangements could be made.

The incident lead to Mayor Robert Morrow declaring a State of Emergency - the first time this had been done in Hamilton in 11 years. All available municipal, regional and provincial resources were mobilized to sanitize the property, identify and examine the children involved, take steps to track down the people responsible for the abandoned chemicals and set up procedures to identify similar properties in the region



Officers who first responded to the factory became concerned for their own health once they realized the nature of the chemicals inside. Fortunately, no-one - student, teacher, or police officer - had their health affected by the incident, thanks to the quick response of all agencies concerned.

The incident has sparked a review by emergency services of the appropriate response to this type of environmental incident. Cooperation to ensure everyone is protected will be given a high priority. In addition, the process is now underway to try and identify similar environmental time-bombs in our region

and deal with them to prevent further incidents.

## **EMERGENCY RESPONSE UNIT (ERU)**

When we watch the evening news, we often hear of incidents in cities and towns in other nations, and think how lucky we are here. But the list of calls for the Hamilton-Wentworth Regional Police emergency units shows that our Region is not immune to trouble.

Our Emergency Response Unit (ERU) answered 181 calls in 1993 - more than three per week. A quick

glance at the breakdown of these calls shows why we need ERU. Ninety-seven were immediate-response weapons incidents. A further 23 were barricaded persons, and 35 were to assist other officers who were carrying out high-risk warrants or searches.

ERU officers resolved all calls without having to fire a shot - but that doesn't tell the whole story. In some cases, officers had shots fired at them, but did not return fire. Often-

***A gun call requires an urgent response - provided by our ERU, using their new Tactical Operation Centre.***





times, it was someone contemplating suicide. But many were criminals, equipped with firearms and prepared to use them - against the public, police officers, or anyone else getting in their way.

Providing security for the 1993 World University Games in Hamilton was a highlight of the year for ERU. The entire unit was involved for the duration of the games, which were held without incident.

## **EXPLOSIVES DISPOSAL UNIT (EDU)**

Our Explosives Disposal Unit (EDU) was, unfortunately, also busy. They made 47 responses in '93. The calls were of a different nature than those of the ERU. There were three actual bombings during the year, two involving high explosives and a third was a molotov cocktail. A fourth, involving a youth experimenting with firecrackers, resulted in him having part of a finger blown off.

Our EDU also made grim history. Responding initially to a suspicious package report in front of "Up, Up and Away Balloons", EDU technicians found a bomb containing four sticks of dynamite. They also discovered it was hooked up

***EDU technicians found a bomb containing four sticks of dynamite ... hooked up to a remote-controlled detonator ...***

to a remote-controlled detonator - the first-ever such incident in Canadian history.

The presence of the remote detonator didn't stop the EDU from successfully disrupting the device without causing an explosion. Their actions undoubtedly saved lives and prevented serious damage to a major portion of our community.

The nature and number of calls requiring the skills of the highly-trained ERU and EDU members shows the continuing need for these successful, specialized units.

## **MARINE UNIT**

It's a small unit - only eight members, with another eight trained to cover peak periods. But they perform an essential service. Our Marine Unit has the mandate of patrolling our Region's waters - not only the bay and a large part of western Lake Ontario, but all bodies of water in the Region.

Equipped with two patrol/search and rescue boats and other gear, including a small hovercraft and a unique "Ice Rescue Board", the unit can, and does, respond summer or winter. With the vast amount of water in our Region, calls are numerous. In 1993, 106 searches were carried out, and 65 vessels in distress received assistance. To help prevent trouble, however, Marine officers carried out nearly 500 safety checks on the water to ensure local boaters were properly equipped.

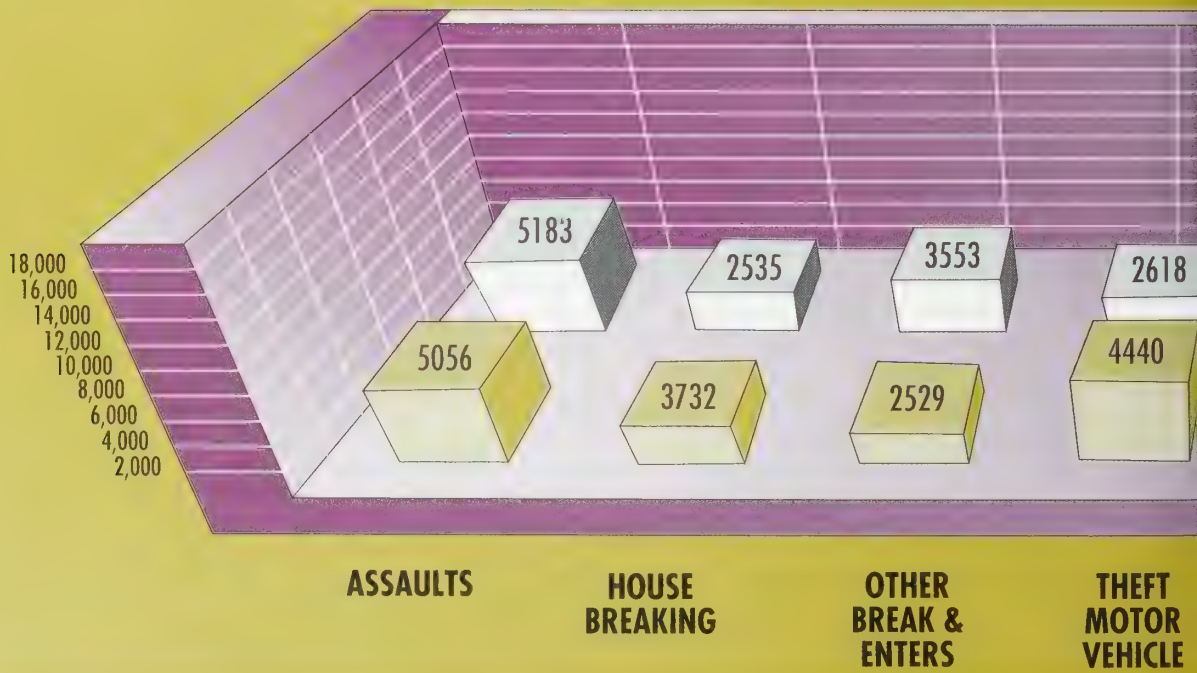
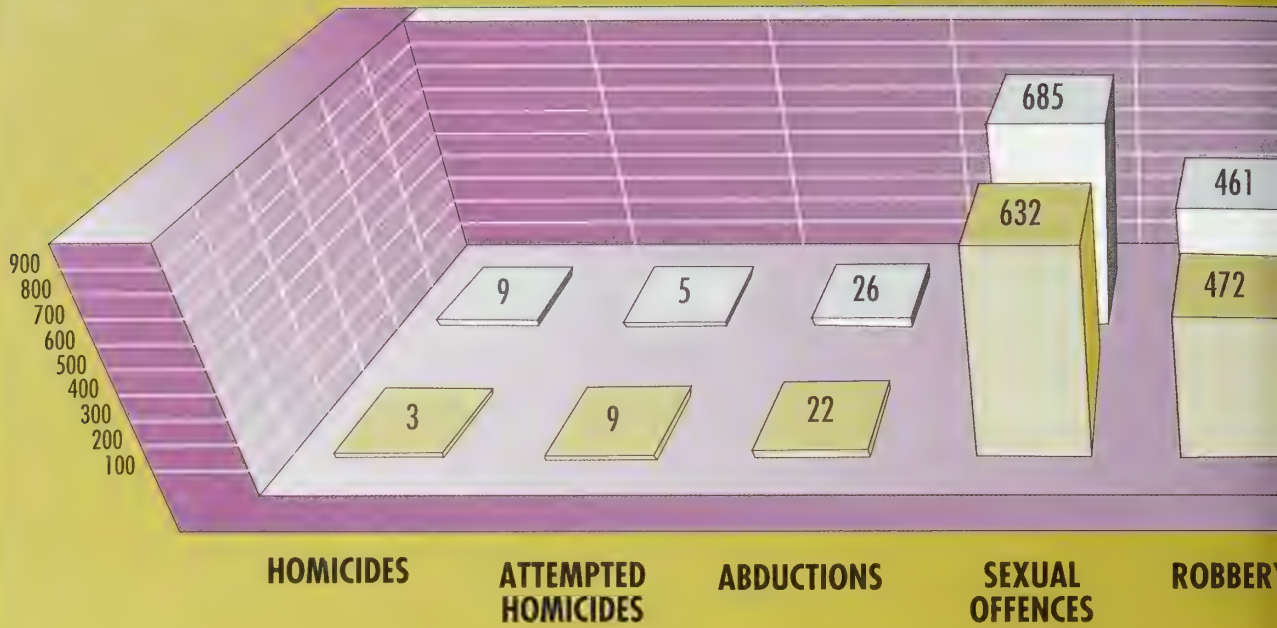
Members of the unit are on regular patrol outside of the boating season, and are involved in all facets of policing. They made more than 7,800 RIDE stops, for example, and nearly 400 criminal arrests.

***Our Marine officers train constantly, in preparation for the use of such specialized equipment as the "Ice Rescue Board".***

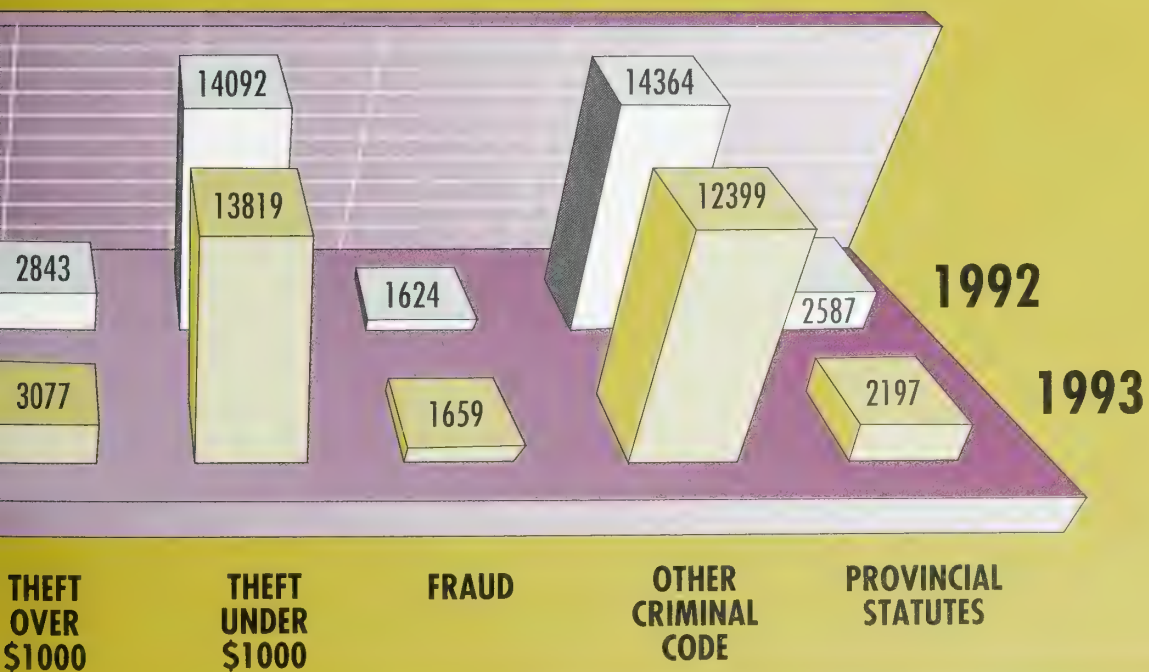
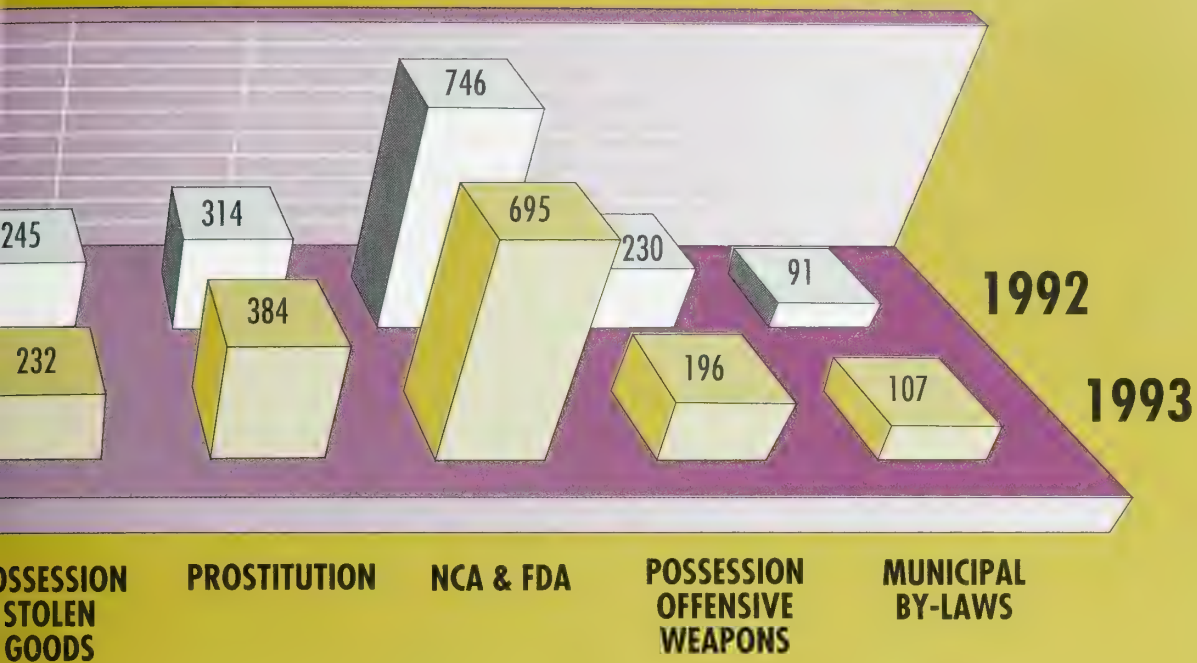




# CRIMES











*Our bicycle patrol  
officers symbolize the  
emphasis on community  
contact called for by our  
community policing  
initiatives.*



# THE BEAT



*"The beat", at one time, defined the boundaries of an officer's area of responsibility. That is still part of the meaning today, whether by foot, bicycle, or boat, but today, it means much more than that.*

*"The Beat" represents the revitalization of our approach to the communities we serve. Our renewed approach on problem-solving with the community, in conjunction with our law enforcement duties, is part of the core philosophy behind Community-Based Policing.*

*When faced with a problem to solve, the test is now: "What would most benefit our Service and the community?" whether in an office, or on "The Beat".*



## SOCIAL CONTRACT

In 1993, our Service, in common with municipal and provincial employees across Ontario, was suddenly faced with the provisions of the Social Contract. The program, imposed by the provincial government in an attempt to reduce the cost of government, called for wage freezes, up to 12 days unpaid leave annually, and spending freezes or even reductions. Our Service was mandated to cut approximately 2.3 million dollars from its 1993 budget.

At our Service, planning began immediately. One of the first cost-cutters was a decision to offer a retirement package to those qualified. Thirty-one members took advantage, including civilians and sworn members up to the rank of Superintendent.

The package, in its basic form, offered an unreduced early retirement pension; a week of basic salary for each year worked; and two weeks basic salary for each year remaining before mandatory retirement. At the same time, discretionary spend-

ing was frozen, except for urgently needed operational requirements.

All told, the cost-savings finally adopted in consultation with our employee associations reduced the 1993 budget from a planned \$69.5 million to an actual \$66.2 million. This compares to an actual 1992 figure of \$66.3 million.

The cuts forced further internal reorganization to cover the positions vacated by the early retirements, normal retirements, and other personnel changes.

The impact of the social contract will extend into 1994 and 1995, affecting our Service Delivery to some degree.

## EMPLOYMENT EQUITY

No one will disagree that it is a fundamental human right to be treated with dignity and respect. This is true regardless of race, creed, culture, physical or gender differences - or where you work.

As part of ongoing provincial initiatives, our Service was required to develop an Employment Equity plan in 1993 to ensure

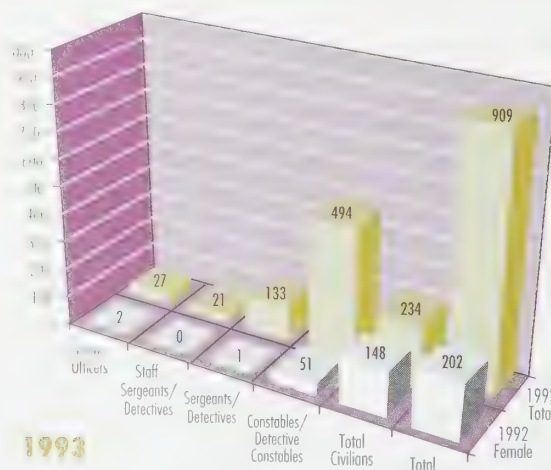
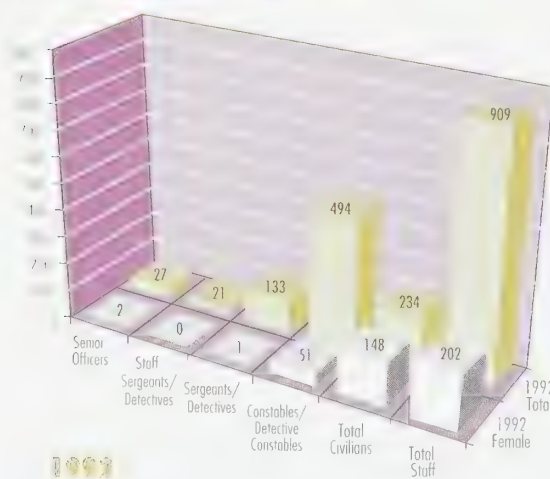
these basic rights were respected and entrenched. The plan addressed many areas of concern, centred around the desire to eliminate any barrier to equal employment.

Whether barriers are based on racial, cultural, physical or gender differences, our goal as a professional Service is to eliminate them. As well, there is a need to bring our Service composition into line with our community. Finally, simple human dignity, as well as the law, demands that we implement strong policies to prevent harassment from and between our members.

These progressive steps won't happen overnight. Nevertheless, in 1993, advances were made on many fronts. The composition of the Service concerning prescribed groups held steady or was slightly improved in all areas. Currently, our representation, both civilian and officer, is 0.4% aboriginals, 3.2% racial minorities, 8.3% persons with disabilities, and 24% females.

Our Service has formally adopted a Race Relations policy. Work is continuing on policies covering accommodation of persons with disabilities; workplace harassment, and variable work arrangements.

### 92-93 PERSONNEL STATISTICS





It is the duty of every member of our Service to be impartial in their dealings with our community - and our own members are part of that community. As the public demands and deserves proper treatment, so too must our members receive it. Our developing polices will guide us to that goal.

## DIFFERENTIAL RESPONSE

1993 marked a radical shift in service delivery for Hamilton-Wentworth Regional Police. Expanding on a trial program initiated the year before, "Differential Police Response" (DPR) was implemented on a full-scale basis on April 1st, as part of our Community-Based Policing, or "CBP" initiatives.

With demands for service running high, coupled with the reduced staffing brought on by the Social Contract through early retirements, it became evident that we could no longer keep up the traditional high level of response, where most calls resulted in an officer and cruiser

responding, even where no emergency existed.

Under DPR, calls were divided into two basic types - those requiring immediate response, and those which could be dealt with less urgently. Emergency calls must now meet at least one of three criteria: there must be a crime in progress threatening life or property; or there must be a suspect actually present; or there must be evidence or the need to preserve evidence.

Officers now generally will no longer be sent to such incidents as minor traffic accidents, delayed assault reports, thefts under \$2,000, barking dogs, obscene or harassing phone calls (except under special conditions, for example, where the victim is elderly), and similar complaints. Altogether, 18 areas were identified as non-emergency. However, reports of domestic violence, sexual assault or child abuse will still receive a full police response.

Victims of these types of incidents, instead, are now able to visit a local police station when it is convenient for them, and make their reports themselves. A simplified

report was developed for this. This system was started in 1992, and has proven relatively successful.

The program was developed to allow officers more time for "Beat Management", another CBP strategy. Officers, assigned to a particular area, now

have the responsibility for that area, meeting with residents, business owners and other community segments, working together to ensure their needs are met.

Differential Police Response is not a fixed, "cast-in-stone" program. Common sense will be used when evaluating calls. "DPR" will evolve continually to meet changing community needs, as part of the CBP philosophy.

## PROSTITUTION TASK FORCE

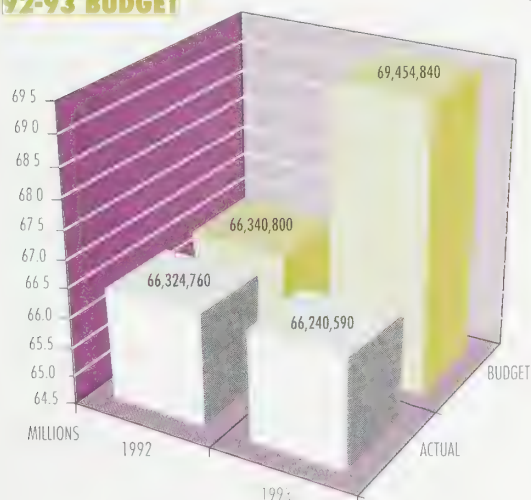
It's been called the world's oldest profession, but when prostitution takes to the streets in a small neighbourhood, residents want something done.

The Prostitution Task Force was created when residents in the King-Steven area of Hamilton began complaining of the problems created by prostitutes and their clients in their area.

The task force wrapped up their efforts in January 1993. Forty-six prostitutes were arrested - and 123 of their clients. Cooperation with the Crown Attorney's office resulted in higher fines for those convicted, in addition to the adverse publicity stemming from such charges.

Prostitution has been called the "victimless crime" - but it's not. Many of the prostitutes - male and female - are forced into it to support a drug habit, or out of fear of their pimps. There is the danger of the spread of disease, including hepatitis and AIDS. There are major problems with vehicle traffic, with "johns" flooding an otherwise quiet neighbourhood.

### 92-93 BUDGET





The debris of prostitution - tissue papers, condoms, needles - are a danger for local residents, especially children. The overall quality of life rapidly deteriorates where prostitutes gather, with people unable to enjoy their own community, or even their own front yard.

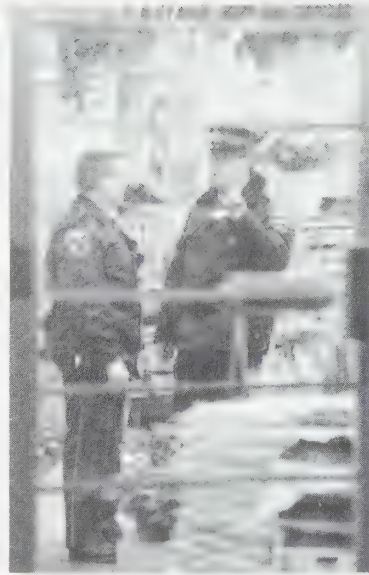
Residents, fed up with the problems, often try to resolve matters themselves, using their own video cameras to tape the action, writing down licence plates, even confronting those involved. Residents are mistaken for hookers and harassed, even threatened, creating a grave danger of the situation escalating into physical violence.

As long as these problems persist, our Service will continue to deal with prostitution with a firm hand.

## THE ALARM REDUCTION PROGRAM

As our society becomes more affluent, and we acquire more consumer goods, the need to protect property takes on new importance. At the same time, there is a desire to keep the costs of policing as low as possible. For our Service, this has meant a cooperative approach with the public, placing increased emphasis on personal responsibility for crime prevention.

As one of the outcomes of this shift in policing philosophy, more and more people have installed alarms at their homes and businesses. "Unfortunately," says our Alarm Coordinator, Beth Jeffery, "not everyone has taken the care with their alarm systems that they should have,



*False alarms tie up scarce police resources, reducing response time to emergencies such as robberies or homicides.*

This resulted in a tremendous number of false alarms, and an even bigger wastage of very scarce police resources."

On April 1, 1993, the False Alarm Reduction Program was inaugurated to bring the situation under control and allow us to continue to provide quality service to genuine alarms. Since that date, owners of alarm systems have been allowed only three false alarms in a given year. If a fourth false alarm is made, police response to that address is cut off for a period of one year, or until the owner can prove they have taken corrective measures. Police will respond, however, if there is evidence to believe the alarm is real.

Beth notes that the program is not arbitrary. "Officers finding an alarm is false leave a special notice printed by our Graphics branch,

and a caution to the alarm user, warning of possible cut-off. In addition, there is an appeal process."

Widespread publicity, including news broadcasts, and a special program produced for Cable TV by our Video Unit, ensured our community was made aware of the program. Our Alarm Coordinator also undertook a program of consultation with the many alarm companies serving our district, bringing them in as community partners on the program, and urging them to educate their customers on proper alarm use.

Has the program worked? Statistics tell the tale. Using 1990 as the base year, results have been outstanding. From April to December, 1990, our officers responded to nearly 14,000 false alarm calls. In the same time span, in 1993, calls dropped to only 7,500 - a 45% drop.

Since the program kicked off, 27 premises have had alarm response suspended. This low number, coupled with the dramatic drop in false alarms, shows that the program's primary purpose - education - has been more successful than anyone could imagine.

The Alarm Reduction Program is now an established part of our Service.

## OPERATION LIFEJACKET

Safe boating is not only required by law, but is necessary so all boaters can enjoy their pastime equally. In response to a growing number of complaints from boaters using Hamilton Harbour, our Marine Unit, working with officers from Station 20,



*1990, our officers responded to nearly 14,000 false alarm calls. In the same time span in 1993, calls dropped to only 7,500 - a 45% drop.*

developed "Operation Lifejacket".

A one-day blitz, both on land and water, was planned for June 27th. Sgt Dave Cummins, assigned to Station 20 at the time, coordinated the event. "I decided to get the Marine Unit, Traffic officers, and Station 20 officers all together," says Dave. "We were on the water for 'Alco-meter' tests, and also set up a "RIDE" lane on the Beach Strip for any impaired boaters who we missed on the water, and were now on their way home as impaired drivers."

The event was deliberately given a high profile through advance publicity. The aim was not to make arrests and lay charges, but to make boaters aware of the dangers they faced combining boating with booze, and that unsafe boating would not be tolerated. The effort resulted in 2700 checks being carried out on land

and water, with no arrests. There was one seizure of beer under the Liquor Licence Act.

The message was delivered loud and clear, and if problems return, similar measures will be adopted to ensure our boaters continue to enjoy their recreation free from harassment by unsafe and discourteous waterway users.

## PEOPLE AND POLICE

An essential feature of Community-Based Policing (CBP) is increased contact in non-enforcement situations between members of our Service and the public. One of the best ways of doing that is decentralization - making it easy to be

reached by anyone with a question or concern.

A major step towards that was the opening of our community police centre at Jackson Square in downtown Hamilton on July 8th. Staffed by community volunteers from our Victim Services agency, this "store-front" operation is open from 8:30 - 4:30 during the week.

It's there to assist the public in reporting minor accidents, and to provide a friendly ear for people needing advice or information. A police officer is normally on hand from eleven to one to answer questions.

In addition, a wide range of

***R.I.D.E. on water - drinking while boating - was the focus of Operation Lifejacket.***





information on topics of safety, crime prevention and other community issues is available. Jackson Square is easily accessible for those who work downtown, or shop there, and the community police centre will be able to serve most of their policing needs.

A second community policing centre, the "Landsdale Project", opened up July 16th. Using shared facilities in cooperation with the Barton Business Improvement Area (B.I.A.), the office at 405 Barton St East provides a different service than the Jackson Square centre.

Serving the Landsdale, Gibson and Beasley neighbourhoods, the Landsdale Centre is a response to

prostitution and local crime problems. Constable Dave Place, who set up the office, summed up the reason behind it: "We've formed a new partnership with the Barton B.I.A. and the citizens of the Landsdale community." Place notes, "We'll be working together to improve the life of every person in our community!"

The objectives of the Landsdale Project are: to prevent prostitution from adversely affecting the community; develop community self-help groups, and improve the cooperation among various agencies to solve problems together.

With police resources stretched thin, the emphasis is now on people helping themselves, with our Service acting as

a resource. Jackson Square and Landsdale are commitments to this process, along with differential response and similar new directions. As residents assume more responsibility, some projects will close down, and the resources redirected to new areas, in partnership, again, with the people whose lives are being affected.

## **STREET SIGN AMNESTY PROGRAM**

It's a typical youthful prank - removing a stop sign from its pole and putting it up in a college dorm or a rec room. Pranks like that, however, cost our taxpayers a lot of money

*P.C. Denise Dymont  
helps P.C. Dave  
Millsip unload  
a trunk full of  
signs valued  
over \$24,000.*





- more than \$25,000 a year at last count, not including the extreme danger that sign removal can cause.

PC Dave Millsip decided to do something about it. The focus of

Community-Based Policing is on problem-solving, and Dave decided that initially, getting the signs back was more important than making arrests. The "Street Sign Amnesty" program was born. Records show that this type of incident is often carried out by college and university students, and they were targeted by a media campaign.

The amnesty was designed to be a one-shot affair. "The focus of the amnesty program was to educate students as well as the public that taking or possessing a street sign is a criminal offence, and it will not be tolerated in our community", says Dave.

In a one-month period, nearly 140 items were turned in, most of them signs, but also including an \$1,100 brand-new fire hydrant stolen from a construction site. The recovered material was worth an estimated \$24,600.

An amnesty for stolen signs is a first in Canada, to the best of our knowledge, and has resulted in inquiries from all over Ontario. Best of all, it has saved taxpayers a significant amount of money, and has started the important education process for the community.

*Racism reared its ugly head in our community in 1993. Our Service worked with the school involved to successfully defuse the situation.*

## SCHOLASTIC LIAISON OFFICER

In June of 1993, on a hot summer night, racial tension erupted when four students were assaulted after they left a dance at Orchard Park Secondary School. The aftermath sparked rallies and focused attention on school violence and police involvement.

As a response to the increased tensions, the East End (Division 20) started a pilot project at three area high schools. A police officer was given an office right in the school, interacting with students on an informal and regular basis. This was the birth of the Scholastic Liaison Officer.

Officer Rob Mayea, assigned to the task, stated that "... the in-school police office promotes Community Based Policing as well as opening the dialogue between police and students." The pilot project, originally encompassing Orchard Park, Churchill and Scott Park Secondary Schools, was eventually expanded to all the high schools in the East End.

The program has been so successful,

the Scholastic Liaison Officer is now a full-time position. The officers assist in lectures and the development of our students. It has been an effective bridge between the youth of our community and our Police Service.

## NEIGHBOURHOOD WATCH

With the onset of Community Based Policing, community groups like that of Neighbourhood Watch are getting more involved in policing and crime prevention issues. In 1993, we saw many Neighbourhood Watch groups increasing their exposure and actively getting involved.

Many Neighbourhood Watch groups now run their own "National Night Out Against Crime" events. They are also appearing in more malls and community events, keeping their profile high and attracting yet more public involvement in policing.

These groups are now fundraising to supply equipment and resources for our Service to give a better response to policing issues. These groups are becoming the





backbone of Community Based Policing and are actively working with our Service to make our community a safer place to call home.

## A "BRAKE" FOR KIDS

A child steps off their school bus, ready to rush home and tell all about their day. They run around the front of the bus, and: a screech of brakes, as a motorist, ignoring the bus lights, panic-stops. This scenario is all too common today, as drivers in too much of a hurry take dangerous risks.

"Operation Bus Stop" hopes that strict enforcement will make these dangerous drivers think twice.

In June of 1993, Hamilton-Wentworth officer Myra James from the Traffic Branch, and OPP constable Laura McCutcheon launched "Bus

Stop", in cooperation with local school bus companies - Wills, Sharp, Attridge, PenAyr, Caledonia and Laidlaw. The Hamilton and Separate school boards are also involved.

The program is designed primarily to make motorists aware of their responsibilities in connection with school buses and prevent accidents. However, offences will not be tolerated. Parents and bus drivers get the licence number of offending motorists, and identify the driver. They fill out a simple form and submit it to the school bus company, who in turn collects the forms and forwards them to police. If a case can be made, our officers will lay charges.

"We arrested a guy on July 16

*Children's lives were at stake from careless motorists, prompting the creation of Operation*

*Bus Watch. P.C. Myra James*

*with Larry Easter*

*and son David*

*helped kick-off*

*the program in*

*June.*



after he failed to appear in court", noted Myra. "Motorists must be aware that they could...lose their licence with this!" A first offence could net a fine between \$200 and \$1,000, and a loss of up to six demerit points. Subsequent offences could result in a jail term.

If a problem area is noted, officers will on occasion actually ride the school bus, or follow it in an unmarked car. "Operation Bus Stop" is exactly that - a commitment from police, parents, and bus drivers, working together to save lives.

## DUNDAS OPENING

It was the end of a small bit of Dundas history - yet at the same time, tradition was maintained. On Wednesday, November 17th, our station on Hatt Street was closed and locked. On hand to turn the key were three special guests: retired officers Bill Littlewood, an Ancaster resident, Dennis Carr, from Dundas, and Marshall (Al) Wilson, from Flamborough, representing the three communities served from Dundas (Station 31).

After a brief parade and a dedication service with Police Chaplain Reverend Charles Boorman, new quarters at the corner of King West and Ogilvie were officially opened. This central site maintains the historic police presence in the heart of the community.

The old Hatt St. station, located in a period home, was a link to the past, but was long overdue for replacement. Staff and emerging technologies could not be properly accommodated, making it inefficient and hard to work in.

The new station, in leased quar-



ters, was built from the ground up to suit our needs, using modern design and materials to achieve a bright, welcoming space with the necessary facilities. A community room, and it's central location in the heart of downtown Dundas, coupled with the Community-Based Policing philosophy, will ensure the public will always have easy access.

At the same time, the members who work there are looked after with proper facilities. Work spaces reflect modern ergonomic design, while the lunch room, exercise area, and personal areas ensure our members needs are cared for.

The station is fully tied-in with our computer system network, and comprehensive, state-of-the-art video surveillance and interview rooms provide protection to staff, visitors, and those in custody alike. The new station replaces the old, but will carry the tradition of service into the future.

While Dundas finally received brand new quarters, financial constraints dictated a different approach to Station 31 (the Mountain station). Suffering from the same problems as Dundas, the temporary solution arrived at called for the use of a pre-fabricated addition. Prior to that, but as part of the overall plan, extensive internal remodelling was carried out, and new furniture ordered to replace

old and dangerous fixtures well past their useful life

The addition, scheduled for occupancy early in 1994, will serve into the 21st century, while the search for a new site and more permanent quarters, designed to meet the needs of modern policing, continues.

## INTERNAL AUDITING

Integrity is a core value of our Police Service and stems from individual and collective observance of professional ethics. Integrity is directly reflected by our dedication and adherence to professional police standards. To measure how well we do this, audits are necessary.

In 1993, an evaluation process was instituted to replace the old "fault-finding" system. The "Self-Audit Process" was administered by Staff Sergeant John Daniels and conducted at the divisional level. Ten audit teams consisting of 44 sworn and civilian members from across our Service were formed.

Another 100 members took part in self-evaluations. "Our Service tries to work cooperatively to meet all standards," notes S/Sgt Daniels. "So, we replaced 'surprise' inspections, which seemed designed to lay blame, with published, scheduled 'Self-Audit' procedures. As well as being open and fair, positive findings are given equal

mention with any areas requiring improvement or correction.

The audit found varying levels of compliance with the set standards. As part of the reporting process, corrective measures were identified where possible, and most deficiencies have been rectified. Some are the subject of more in-depth study, and some are awaiting the outcome of the Police Orders Project (which is evaluating all orders, procedures and directives to rationalize them and eliminate conflicts).

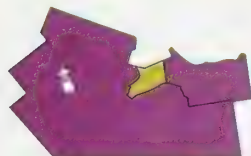
There are several criteria that distinguish a profession, including provision for a regulatory body to set standards for its members. Our standards are set by our Board of Commissioners and the province.

Internal standards seek to ensure that we operate effectively as well as enhancing our image and the level of public confidence and trust.

External standards - currently, there are 23 - are set out by the Policing Services Division (PSD) of the Ontario Ministry of the Solicitor General. Advisors from PSD go over the entire operation and management of the Service to check how well the standards are being achieved.

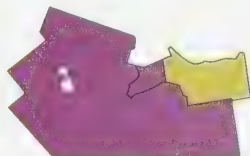
Police Services are being held increasingly accountable for their use of resources - human, physical and financial. Abiding by standards ensures our resources are used as effectively as possible. As our Service forges ahead, these standards will evolve to meet our needs.

## DIVISIONAL STATISTICS



### DIVISION #1

**SQUARE KILOMETRES** 46 (4.0%)  
**POPULATION** 92,738 (20%)  
**OFFENCES** 19,265 (37%)



### DIVISION #2

**SQUARE KILOMETRES** 148 (13%)  
**POPULATION** 148,298 (32%)  
**OFFENCES** 17,412 (33%)



### DIVISION #3

**SQUARE KILOMETRES** 944 (83%)  
**POPULATION** 217,643 (48%)  
**OFFENCES** 15,403 (30%)



### REGIONAL TOTALS

**SQUARE KILOMETRES** 1,138  
**POPULATION** 458,679  
**OFFENCES** 52,080







## *Dedication*

A police service is many people - officers on patrol, secretaries, detectives, mechanics, undercover officers, artists. The organizational chart resembles a tree, with branches spreading out in all directions.

And like that tree, a police service is a living, breathing entity, greater than the sum of its parts. The trunk, our Service, has no life without the branches, our community. The roots, our Police Services Board, supports the trunk. None has any life without the others.

A tree only lives when all the parts are working fully and together, and so it is with our Service. To this relationship, to its many parts, this report is dedicated.

Your Annual Report Committee:

Ken Leendertse (Chair)

Kathleen Durant

Tim Fletcher

Debbie Gifford

Rita Lee-Irvine

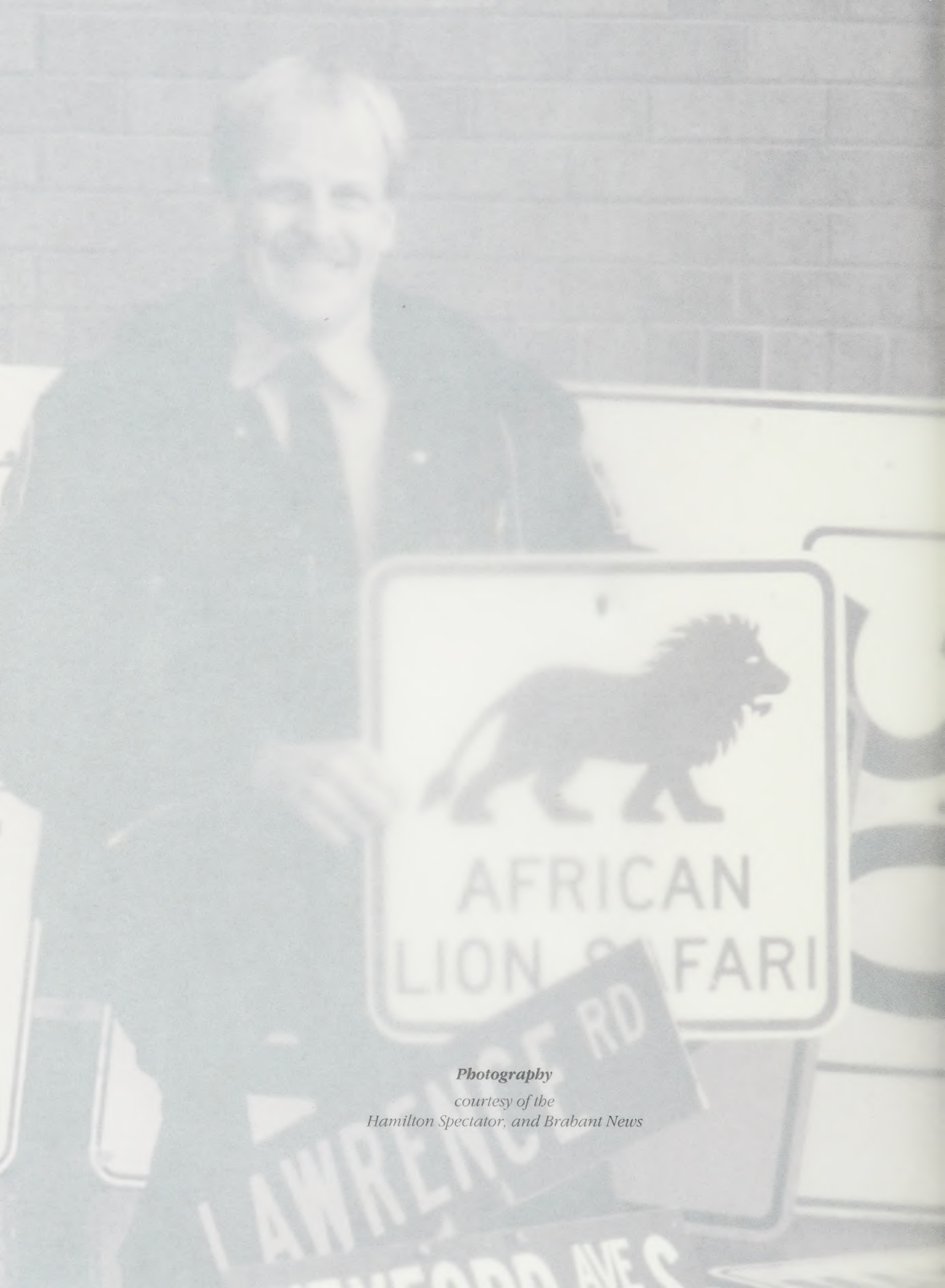
Taner Ogutoglu

Cheryl Watson





Hamilton Spectator, and Brabant News  
courtesy of the  
Photography



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